

JUNE 15, 1940



TWENTY CENTS

Sales Management

★ Hills Bros. Coffee's Formula for Cracking and Holding Metropolitan Markets

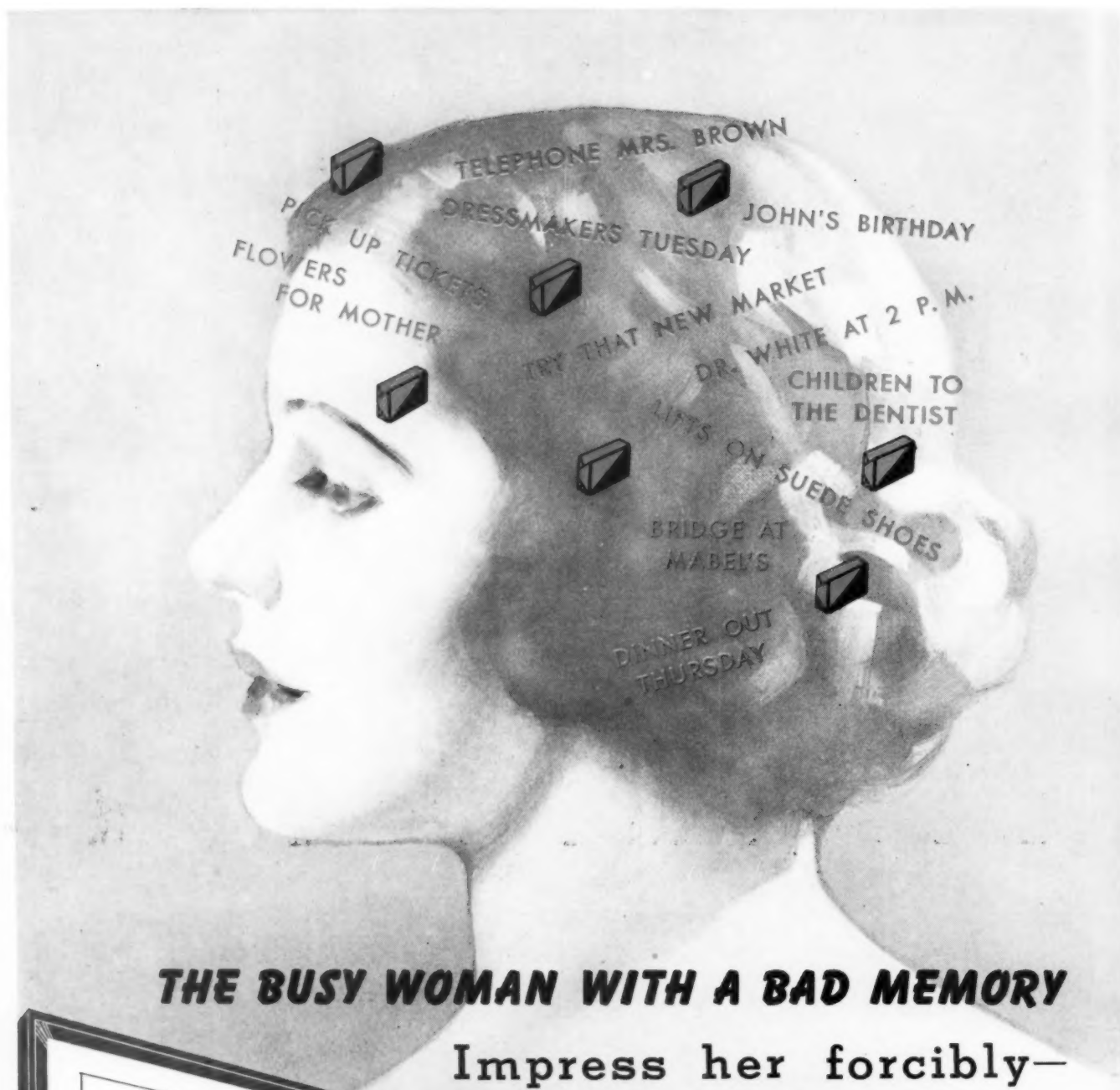
★ Nation Turns Thumbs Down on Overalls: Now the Boys Sport Work Uniforms

★ Six Billion Dollar Travel Budget Creates a Unique Problem for Marketing Men

★ Business Beats Blitzkrieg; Sales, Advertising Rise — Significant Statistics

★ Business-Consumer Relations — Scratch-Pad — Pictographs on Travel Trends

THE MAGAZINE OF MODERN MARKETING



THE BUSY WOMAN WITH A BAD MEMORY

Impress her forcibly—
repeatedly—dramatically—
colorfully . . .



OUTDOOR ADVERTISING INCORPORATED

National Sales Representative of the Outdoor Industry

60 East 42nd Street, New York City

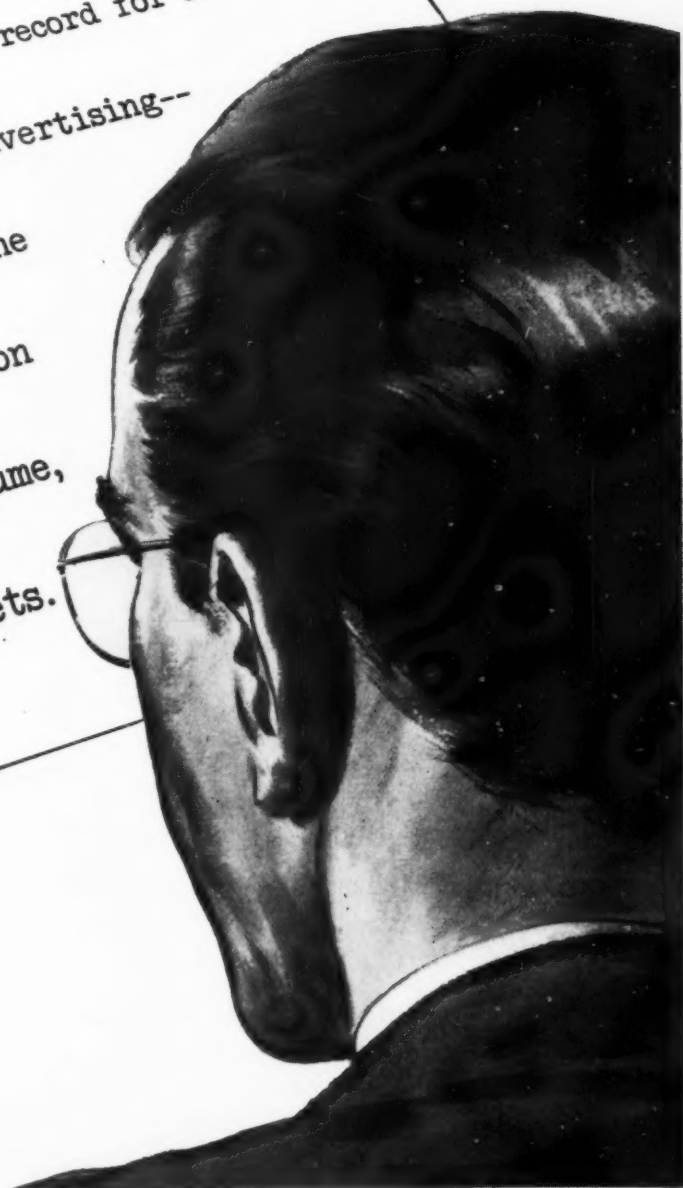
Atlanta • Baltimore • Boston • Chicago • Cleveland • Detroit • Houston • Los Angeles • Philadelphia • St. Louis • San Francisco



FOR IMMEDIATE RELEASE:

The first 6 months of 1940 show an advertising volume of \$3,071,906.82 in THIS WEEK MAGAZINE. This is a 60% gain over the \$1,920,146.94 carried in the same months of 1939. Another record for the New Method Of Magazine Advertising--

The national magazine that concentrates on just the big-volume, big-city markets.



THE HUMAN SIDE



Factory Floor Space 100 Square Feet

The smallest factory in Los Angeles has about 100 feet of floor space, which is a good deal less than a director's table. Yet, it has everything—production, design, research, purchase, advertising, correspondence, files, customers. And a reputation, for, the other day, an inquiry came from Tahiti.

The product is tattooing machines, which are small pistol-shape, electrical vibrators, with from three to seven needles; and the place is small, not only because the product is compact, but because Owen Jensen, the owner, is an old pitchman and circus performer, accustomed to doing this work and keeping his tools in small space.

You will not find him in the central manufacturing district, but on the Los Angeles Bowery—that is South Main street—with other attractions in an arcade. He is an expert tattoo artist, whose main business is tattooing people. Because he is also an expert toolmaker, the job of improving crude tattooing machines appealed to him, and he developed a model that sells to the widely scattered market for such equipment.

Tattooing is said to be of Polynesian origin, and was taken up by sailors of all nations when they discovered the South Sea Islands. As done by the Polynesians, it was a long and painful process. With a pointed fishbone and a small mallet, the skin was punctured by repeated single blows, and so deeply that the ability of the customer to take punishment was the limit of the

session. Among us, a tattooed man or woman is a sideshow attraction, but every Polynesian of any standing at all was a fully tattooed man, and the work of decorating him sometimes took years.

The modern way of doing it is with multiple needles that make hundreds of tiny punctures a minute. They penetrate hardly a sixty-fourth of an inch, so the work is painless—well, as painless as painless dentistry.

Mr. Jensen's machines are of different types, one used for outlining a pattern having three needles, and others for filling in the design having up to seven. A tattoo artist needs about six machines, costing around \$30 for the set, and various supplies—extra needles, colors, patterns, stencils for applying them—which Mr. Jensen also manufactures and sells.

In these machines, which measure about six inches long, three inches high, and an inch wide, go castings, electrical coils, a tiny motor, vibrating parts, enameling, chrome plating. Mr. Jensen makes the patterns and has his casting and plating done outside. Everything else is done at a work bench with drawers that are the stockroom.

The office is another work bench, with drawers for keeping correspondence. A rule of the establishment is that every letter must be answered the day it is received, and that orders must be filled as promptly. There is a credit department, very simple—post office money order with order, or a deposit large enough to cover C.O.D. postal delivery. There is a research department, because even such small machines can be improved, and the trade is constantly looking for new tattoo designs to meet style changes among sailors, soldiers, marines and the outdoor men who make the market.

There is a sales department, which carries on by direct mailing of printed circulars describing the machines, as well as announcements of new designs and supplies.

Pitchmen at fairs and street carnivals sell cheap jewelry, and surprise their customer by asking, just like Tiffany's, "Will you have your monogram engraved, on this piece?" Manufacturer Jensen has adapted one of his machines to tattooing initials on jewelry, in tiny dots.

There is a small but promising industrial market—the jewelry engraving machine is dandy for marking a machinist's tools, or metal materials in a machine works.

Photo by
Carroll,
Los Angeles

Those are samples of Tattooer Owen Jensen's art on his forearm. Pictures behind him are designs which he will paint indelibly on your skin if you have both the price and the desire. As you may note, he is no surrealist, but sticks to such time-tested artistic subjects as pretty girls, prize-fighters, ships, eagles. The cabinets contain his complete plant, which is more extensive than it appears at first glance.



SALES MANAGEMENT, published semi-monthly on the first and fifteenth, except in April and October, when it is published three times a month and dated the first, tenth and twentieth; copyright June 15, 1940, by Sales Management, Inc., 420 Lexington Avenue, New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second class matter June 1, 1928, at the Post Office, N. Y., under the act of March 3, 1879. June 15, 1940. Volume 46. No. 13.



"Sumpin' tells me this is the wrong place"

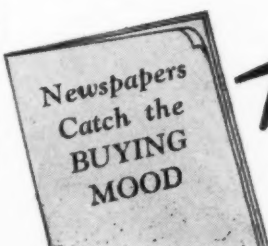
PITY poor Oscar . . . his merchandise has plenty of sales appeal and he's all set for business . . . but he seems to be shouting his wares in the wrong place, or at the wrong time.

This often happens to advertising campaigns. Good ideas and powerful selling stories fail because they do not catch the big crowd at *buying time*.

Many media can help your advertising create desire, stimulate and remind, build consumer acceptance, good will and prestige . . . but it takes newspaper advertising to get you there at *buying time*. Newspaper advertising is sought and read when the family circle is actively planning tomorrow's shopping.

In the newspaper your sales message is in place—welcomed and looked for by a public long trained by retail copy to buy through the newspaper.

In the newspaper, too, time works *with* instead of against your advertising. If it appeals to the prospect, it can be read and considered carefully. It is not gone in a flash.



Neither will it sleep unseen for days or weeks in unopened pages. In the newspaper your advertising becomes part of a daily "must" interest of practically everybody.

In Milwaukee and the suburbs, The Journal will get you into more than four out of every five homes at *buying time* . . . and give your advertising a part in more *buying action* in this market than any other medium or combination of media.

WHERE TO GET ATTENTION

Many people will deny that they read advertising, whether or no, but the first ten reports of the "Continuing Study of Newspaper Reading" show the following percentages of adult readers interviewed who stopped to read any display advertising—

	Men	Women		Men	Women
Median of 10			Newspaper E . . .	80%	87%
Newspapers . . .	75%	94%	Newspaper F . . .	70	92
Newspaper A . . .	80	97	Newspaper G . . .	69	90
Newspaper B . . .	85	94	Newspaper H . . .	80	94
Newspaper C . . .	67	89	Newspaper I . . .	70	95
Newspaper D . . .	73	98	Newspaper J . . .	78	93

The MILWAUKEE JOURNAL

National Representatives—O'Mara & Ormsbee, Inc.



Do Your Salesmen Get *L a z y* In the Good Old Summer Time?

SALES MANAGEMENT has a brand new 12 weeks' campaign of cartoon mailings for you to send to your salesmen this summer. They're breezy, fresh as paint, and each is designed to remind the men of some fundamental of selling, without being too serious about it.

The series is called "Hot-Weather Alibis — and How to Spike Them." You can buy the cartoon pages alone in sets, or with a letter to go with each one. If you want two-color cartoon letterheads to carry your personal message (or the message we suggest, if you're pressed for time), you can have those too.

For prices and samples, write

Sales Management, Inc.
420 Lexington Ave.
New York City

There is a contracting department that looks for the large jobs of tattooing a complete lady or gentleman. That order runs to several hundred dollars.

And a modernization department. Many a sea-struck youth who has had himself tattooed with nudes, discovers that the Navy won't enlist him until he goes back and has clothes tattooed on.

Insurance Man's Hobby

Owen M. Smith, a New York insurance man, has solved the vexatious problem of imprinting the stamp of his personality—*so that it sticks*—upon a better-than-average share of his prospects. Considering that there are a lot of insurance men and a lot of Smiths in New York, this is no mean achievement.

A graduate of both Dartmouth and the Harvard School of Business, Mr. Smith entered the insurance field something more than a decade ago. A clear-sighted person, he knew he had chosen a flinty path. He had confidence in his ability to make a good impression during his first call on a fair proportion of prospects. But the trouble was, he reasoned, others would come along the next day, and the next week and the next month, making equally good impressions. He felt that the usual method of circularizing with insurance company literature would not be enough to lift him out of the rut.

Photography had been his hobby since childhood, and he had a stack of excellent prints. Why not use these on his mailing pieces in such a way that prospects would know him to be the camera-man? He decided to distribute monthly calendar-blotters illustrated by his own pictures. He began this in September, 1929, and has not missed a month since them.

The blotters fit into a standard small-sized letter envelope. His name appears twice—under the photographs, as a credit line; and, with his address and telephone number, under the calendar. His slogan also appears: "Plans Your Insurance to Insure Your Plans." The list averages about 300 names, and the monthly expense is about \$20, for printing, stock, engraving and postage—but not including the cost of taking the photograph.

He watches the list closely, checking addresses and trimming off deadwood. He estimates that about 25% of those circularized fail to be impressed; they, or their secretaries, throw the blotters into the waste-basket. Those names come off in short order. This does not mean, however, that he ceases to consider them prospects for insurance—they are simply not to be reached with the blotters. Another 50% is interested and likes to receive them. The remaining 25% is enthusiastic, makes comments, and would squawk if the blotters failed to arrive on time.

"The blotters are not a crutch, and they alone can't sell for me," he told SM. "But they serve to keep my name before prospects. Besides, with the rising tide of interest in photography today, they provide a common meeting ground for me and many on the list. I have often been taken to lunch by clients who wanted my advice on what camera or enlarger to buy. Quite a few sizeable orders can be traced to the blotters. There was one annuity sale totaling well over \$100,000, and there have been some nice life insurance orders."

He has experimented with his plan and learned what may be expected of it. He circularized a list of prospects, for example, to see whether the blotters alone would gain interviews for him. They did not. But they are an excellent form of follow-up. He uses them solely to gain good will, never enclosing them with bills or sales letters.

Recently Mr. Smith had an exhibition at Haber & Fink's, New York camera store, entitled, "Twenty Years in a Photographic Quandary—My Mistakes and How I Made Them." He had written the captions for the pictures himself, and they included both technical data and self-criticism. The prints were arranged chronologically, beginning with modest shots made with a No. 2 Brownie box camera and going on to recent pictures made with filters, flashguns and special lenses. He included clippings of some of his published work and a set of the blotters. Sixty-six of those who saw the exhibit promptly requested to be put on his mailing list!

DOMINANT

... among three-quarters
of a million families with
three-quarters of a
billion dollars to spend ...

The Courier-Journal
THE LOUISVILLE TIMES

REPRESENTED NATIONALLY BY THE BRANHAM COMPANY

Sales Management

VOL. 46, NO. 13

JUNE 15, 1940

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Notes from the Managing Editor's Desk

Why is so much Western merchandise breaking into Eastern markets? With very little advance fanfare Los Angeles and Hollywood have become manufacturing and wholesaling centers for the apparel, sports and gift trades. The leading article July 1 tells the story and gives a list of the buying syndicates that have set up there.

* * *

The Mishawaka Rubber and Woolen Mfg. Co. is the Number One charter subscriber to the new pre-publication High-Spot-Cities service which was described on page 12 of the June 1 SM. . . . The next issue will list the high-spots for better-than-average mid-Summer sales.

* * *

Coming soon: Gilbert H. Montague, distinguished corporation lawyer, one of the country's outstanding experts on all phases of marketing law, is collaborating with SM editors on a series which will show business men how far they may safely go in cooperating with competitors. See his introductory article in this issue.

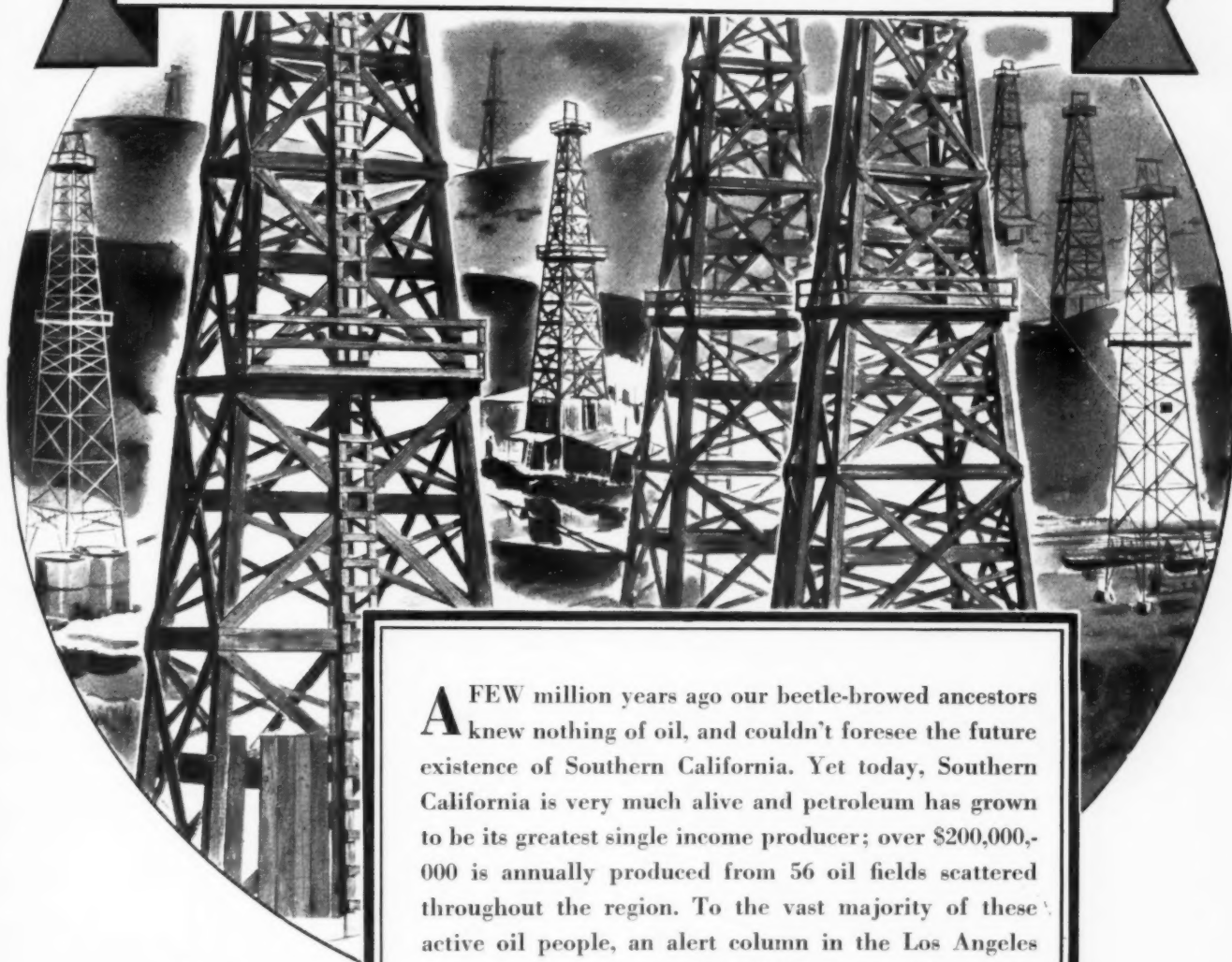
A. R. HAHN.



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Oil has a "Bible" in Southern California!



YOUR BEST *"Sunday"* PUNCH!



More Sunday Circulation!

Than the Other 8 Southern California Sunday Papers Combined

And AT A LOWER RATE!

LOS ANGELES SUNDAY EXAMINER	Circulation	Rate
	537,876	.92
		PER LINE
OTHER 8 Southern California Sunday Papers	517,893	1.435
		PER LINE

A FEW million years ago our beetle-browed ancestors knew nothing of oil, and couldn't foresee the future existence of Southern California. Yet today, Southern California is very much alive and petroleum has grown to be its greatest single income producer; over \$200,000,000 is annually produced from 56 oil fields scattered throughout the region. To the vast majority of these active oil people, an alert column in the Los Angeles Examiner has become their "Bible" for daily market quotations; by swift delivery before six each A.M. this vital need is supplied to every oil district in the ten counties of Southern California. A valuable service indeed, but it's important to remember that the Los Angeles Examiner through vigorous editorials is recognized as an even more vital force in the development of this great industry. Do you wonder advertising in the Examiner delivers more Southern California buyers to the advertiser?

LOS ANGELES EXAMINER

Represented Nationally by the RODNEY E. BOONE ORGANIZATION
For tops in vacations this summer, travel the Coast. See the Fair in San Francisco, see the wonders of Southern California. Take in the Pacific Advertising Clubs Association Convention in Vancouver, B. C., July 7 thru 11.

What else would



Spot radio's greatest success sto

you expect?

WHAT else would you expect? People get program ideas... lots of them, all of the time. Some lack merit but many are developed into the sort of programs that send CAB reports skyward. And, since this is a big country—since most of our population live outside New York and Chicago and Hollywood—there's one logical place for people to take their program ideas. To the nearest radio station that is owned or operated by a network. There they receive expert advice, competent criticism and, if their ideas are good, a show so well directed and produced that, from that point on, it's an easy road to the network.

That's what happens all of the time. A young lawyer down South thought he had something to offer the radio audience. He went to the network-owned station in his town—Columbia's WBT. They had faith in him, put him on the air. Thence he progressed from a discussion of the Constitution to news reporting and, finally, to news analysis. His Crossley rating persuaded a cigarette manufacturer to sponsor him. Three programs a week. In eight weeks, they stepped it up to six a week. A few weeks later they reported, "He's pulled our sales picture out of shape—with the way he's jumped sales in his territory." And signed a six a week, 52 week contract.

A young newspaper man had a program idea. He talked it over with his home-town station—Columbia's WJSV in Washington. And out of it grew "Professor Quiz", one of the great network successes of our time!

An agricultural journalist and the KMOX program department developed an idea for making radio one of the most valuable "farm journals" in existence. Out of it grew the "Country Journal", so successful on KMOX that it has since become a favored CBS *network* feature all over the country.



The "clearing house" for the ideas, the plans, the successful experiences of Columbia-operated stations is Radio Sales, a major division of CBS... a division that concerns itself solely with "spot radio". Radio Sales represents the eight Columbia-operated stations around the country plus one affiliate (WAPI) and three regional networks... Columbia California, Columbia New England and Columbia Pacific.

With Radio Sales offices located conveniently across the continent—with Radio Sales stations located in the major markets of America—the service of Radio Sales is available to every advertiser and every agency—in the development of any plans for "spot radio" anywhere.

Radio Sales' business is radio. *Successful* radio is their sole concern. The vast experience of Radio Sales—and of these important integral units that it represents—is one of the most important sources in radio for the development of sound plans and successful ideas... frequently, ideas that already have been *proved* in use.

For example:

**Case "A" from
KMOX, St. Louis**



YOU can't find a more highly competitive product in the entire St. Louis market than the one sold by this client. He bought a live variety program, built and recommended by KMOX. A show which today features a parade of top-ranking stars of stage and radio. Phenomenal sales increases have followed in a steady upswing since the first broadcast, twenty months ago. Although a somewhat sea-

Bottler

sonal product, each month has shown a big gain over the same month of the preceding year. 289 programs ago, the product was sixth in its class in St. Louis sales. Today finds it lifted to a lofty position, threatening the lead of the strongly entrenched best and second selling competitors. And the client advises that the major share of credit for results obtained is due to KMOX... the powerful voice for 2,500,000 radio listeners in the rich Missouri Valley.

Furniture

THE Coast's largest furniture store, in Los Angeles, a consistent user of other media, sought the advice of KNX, Los Angeles, for a program that would build prestige and stimulate sales. The Program Department of Columbia's Workshop in the West—key point for CBS West Coast originations—devised a program that was woven into the texture of the client's business. It was a simple, three-times-a-week daytime feature called "Backgrounds for Living", a discussion of home planning and home beauty. The "test program" started in

August, 1939, has never since been off the air. March, 1940, ended with a 100% increase over the year before in the number of prospect cards turned in to the store. The client reports added business of \$16,000 a month due solely to the program. A survey among the store's cash customers disclosed that 58% of them listen to this KNX origination. When a station is the favorite voice of three and one half million people as is KNX, such program planning becomes especially significant.



Case "B" from
KNX, Los Angeles

Drug Stores

A MAJOR retail chain, which never before used radio, sought the advice of WABC, New York, on how radio could stimulate sales and build traffic. Out of a study of the store's problems, a WABC originated program was suggested. Three times a week, in the very early morning, this advertiser went on the air. The very first broadcast—which concentrated on fountain items and luncheon specials—showed results.

Every item mentioned increased in sales from three to ten times! As the client expanded his product appeal, store-wide sales soared. And his 13-week trial has extended 64 consecutive weeks! Survey after survey has proved that WABC is the best known and best liked station in its 15,000,000 population service area. Intelligent programming has done its part.



Case "C" from
WABC, New York

*Case "D" from
WAPI, Birmingham*



ONE of the leading model kitchens in radio is operated by WAPI, Birmingham. It is a unique program idea with so many angles and so many "plusses" that this original program idea has made Birmingham grocery sales sky-rocket whenever a sponsor utilized WAPI Model Electric Kitchen facilities. Testimonials and sales records from various food manufacturers are voluminous. Most inter-

Foods

esting was the report of a local coffee roaster who, despite the gigantic competition of national and local brands, reports, "After consulting your Program Department and going on the Electric Kitchen as you suggested, our coffee sales are greater this year than in any previous year in our history." Birmingham is a rich, concentrated industrial market. WAPI, with one of the most active Program Departments in the South, makes the most of its opportunities.

*Case "E" from
WBBM, Chicago*



IN 1933, it was difficult to give pianos away, no less sell them. A hopeful manufacturer approached WBBM for advice. Columbia's key station in Chicago thought the problem out. They devised a unique program that would provide mass entertainment and still sample the pianos which this manufacturer offered for sale. The thirteen-week test has stretched to seven solid years. The program idea was util-

Pianos

ized not only in Chicago, but in other cities around the country where the client had retail stores. In Chicago alone, even though the store is way outside the shopping district, their Christmas, 1938 sales were greater than those of all Loop music and department stores combined. The client today spends 90% of his appropriation on radio. Telling a good story well is a specialty of this Columbia key station... serving ten million people in five Mid-western States.

Drugs

A TOUGH problem, but not too tough for Columbia's station in the deep South—WBT, Charlotte. A big drug manufacturer wanted sales, wanted lots of them, and wanted proof of it. He laid the problem in WBT's lap. A program attuned to the market was devised by WBT. It is now in its *fifth year* and the mail rolls in without a stop but *with proof of purchase*. Ten thousand letters a month. And a special offer in February,

1938 brought 26,028; each with proof of purchase.

Another demonstration of the unswerving loyalty of Carolinans—three million of them—to the entertainment and service that WBT alone affords! Another proof of WBT's ability to conceive, plan and produce programs so closely attuned to Carolinans' interest that results always exceed expectations!



Case "F" from
WBT, Charlotte

Coffee

THE biggest program organization in the Northwest—one of the biggest in America—is the WCCO Artists Bureau in Minneapolis. A wholesale grocer asked the station for an idea to sell its line of groceries, particularly to sell its coffee. The Artists Bureau and the Program Department got together, proposed a ten-minute program *on Saturday mornings*. After only seven weeks, the advertiser's agency sent a questionnaire to key grocers in the Twin Cities and the

Northwest. They asked what the trend of the client's

coffee sales had been. And after only seven Saturdays on WCCO, 4 out of every 5 dealers reported "sales are up." Another illustration of how sixteen years of effective programming has won a special place for WCCO in the hearts of almost four million Northwesterners, not alone in the urban Twin Cities but in the rural Northwest, as well.



Case "G" from
WCCO, Minneapolis
St. Paul

*Case "H" from
WEEI, Boston*



AN important men's shoe chain decided to test radio and see whether it could promote sales in their four Boston stores. A 13-week contract was given WEEI for a special program devised by the station at 5:30 to 5:45 every week night. The program was called "Man About Town", a street quiz, going from one store location to another. 13 weeks ended. The

Shoes

client renewed for 20 weeks more. The program's influence was felt throughout New England to such an extent that the client reported "business is better in New England than in any other part of the country" Programming of, by and for New England is what has made "Columbia's Friendly Voice in Boston" the favored voice of five million New Englanders—in Boston and twenty-seven rich "outside" counties as well.

*Case "I" from
WJSV, Washington*



ALL through 1938 this client—an important cracker baker—used magazines and newspapers and bill boards but no radio. In March 1939 they asked Radio Sales to plan a Washington program that would sell crackers. Radio Sales checked WJSV's Program Department. Between them an unusual news show was developed. At the end of 1939, the sponsor

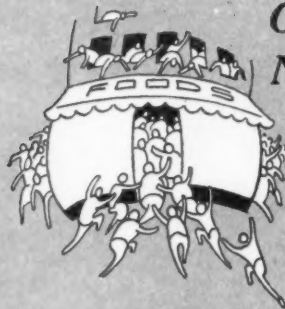
Crackers

reported an increase in Washington area sales over the year before of over ten million crackers! Columbia's Station for the Nation's Capital has been the source of many big program ideas that are now favorite network features. And there are many more intentionally local programs which are so entirely designed for the rich Washington market that they have succeeded in keeping WJSV the favorite of listeners, dealers and advertisers alike.

Food Chain

EVERYBODY eats. And everybody buys food. That's what makes the retail grocery business so very competitive. Building store traffic in grocery chains is the toughest and most important activity in the business. A major grocery chain put the problem up to the Columbia New England Network. A program was developed. It went on the air 15 minutes, once a week, tested on only three stations

of the network. Following the *very first* broadcast, over 40,000 people visited the New England stores of this chain as a direct and provable result of a single radio broadcast! And this from only *one* broadcast on only *three* stations! The power to reach people . . . the programs to interest them . . . the prestige to sell them.



Case "J" from
Columbia
New England

Paint

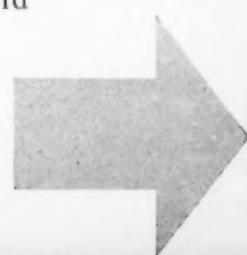
PAINT sales are hard to make. Competition is severe, dealers are few for a quality product. But people build houses and paint houses on the Pacific Coast, as they do elsewhere. A prominent manufacturer wanted a larger share of the market. He asked the Columbia Pacific Network . . . CBS in the West . . . how he could get it. A new idea in a quiz program was devised, "The Answer

Auction", a half-hour, once a week, evening program.

Questions must be sent in through a dealer. And even though the number of dealers is comparatively small and their identification difficult, more than 500 questions a week are received! The dealer lists are growing and the old dealers are enthused.



Case "K" from
Columbia Pacific



So it is all over the country. And, like a vast horn of plenty—funneling its wealth—the ideas, the experiences, the plans that have been so enormously successful out in the field are transmitted by Columbia's operated stations to one central source—Columbia's Radio Sales. And they're made even more valuable in Radio Sales offices by the daily contact of Radio Sales' men with *all* advertisers and *all* agencies...a composite experience virtually without equal in radio!

Columbia's Radio Sales knows markets. And marketing. And how to make the most of both. A Radio Sales client presented this problem: he is in a field where sales of leading brands of his product hit the astronomical figure of 2 billion units per year for each of the leading brands. It's a product that's bought and consumed daily. And ten competitors fight for the market. Advertising expenditures, among the leaders, average \$8,000,000 per year. How could he "crack" this market—with much less money to spend? A plan was devised, using a different program in each Radio Sales market—a program planned to fit the needs and catch the interest of each locality. A year has passed. The client's total advertising investment has been less than one million dollars—50% of it for radio—most of the 50% in the few cities in which Columbia operates stations. And despite the "impossible obstacles", despite the advertiser's refusal to sell in some of the nation's biggest markets... despite their comparatively minute advertising budget, their sales forged ahead until, according to Barron's published estimate, based on 1939 revenue collections, they are in *fifth place* nationally... and in many Radio Sales cities they are first!

What can Radio Sales do for you? The answer is—what can radio do for you? Because Radio Sales knows radio and how to make it work. Regardless of how limited are your radio plans... no matter what markets constitute your sales problems, ask Radio Sales for their suggestions about how radio can be harnessed to *your* sales machine.

RADIO SALES

A division of the Columbia Broadcasting System

Offices in New York, Chicago, Detroit, St. Louis, Charlotte, N.C., Los Angeles, San Francisco. Representing: WABC, New York; WBBM, Chicago; WEEI, Boston; WCCO, Minneapolis-St. Paul; KNX, Los Angeles; KMOX, St. Louis; WJSV, Washington; WBT, Charlotte; WAPI, Birmingham; the Columbia California Network; the Columbia New England Network; the Columbia Pacific Network.

Significant Trends

As seen by the Editors of SALES MANAGEMENT for the fortnight ending June 15, 1940:

New Highs by Winter?

THE CAUTIOUS AND CONSERVATIVE Bureau of Agricultural Economics, long noted for its accurate long-range predictions of business, went on record last week to the effect that the net contribution of the Federal government to national buying power through increases in defense expenditures, farm payments and W.P.A., would, by the end of the year, be twice as great as in the middle of the Spring.

The new armament program must act as a powerful stimulant to trade. The net result of the Federal and private activities in productive effort which New Deal economists (and they are not always wrong, business men to the contrary notwithstanding) are predicting, will, by Winter, establish business activity at a record high.

Certainly it is true that without regard to what happens in the near future in Europe, the United States will make its own demands upon the durable goods industries on a scale greater than ever known before in peace time and, whether estimates of the business prospect are otherwise favorable or unfavorable, armament activity will be a factor on the plus side. Actually the indices of production such as those maintained by the New York Times and Business Week have been pointing up for several weeks.

In the steel industry, operating between 80 and 90% capacity, a seller's market is developing . . . car loadings are at a new 1940 high . . . the advent of hot weather last week brought a brisk upturn in retail and wholesale sales.



A recent survey by the Northwestern National Life Insurance Co. shows that as foreigners buy more war planes and as we start to arm against possible attack, Americans are buying more pianos, more cameras, more jewelry, more sporting goods. Comparative sales of 236 department stores show fur sales up 23%, sporting goods 13%, piano and musical instruments 12%, jewelry 15%. Among luxury goods only luggage—hit by the wiping out of European travel—is down and that less than 5%.



As of the end of April electrical refrigerators were selling 32% better than last year—and everyone knows how well the automotive industry has done during the first five months. The refrigerator percentage gains were spread by sections as follows:

New England	21	East So. Central	59
Middle Atlantic	18	West So. Central	38
East No. Central	39	Mountain	35
West No. Central	31	Pacific	50
South Atlantic	27		

Labels That Mean Something

A MONTH OR SO AGO WE LET OFF STEAM on the subject of labels that are understandable and explicit and paid a well-deserved compliment to Derby Foods and Pacific Mills. Now come two more big companies with greatly improved labels. The illustration is a reduction from a large chart for store use which the Simmons Co.

has packed full of certified facts about the Simmons Beautyrest mattress. For some time the company has been operating on a policy of giving more and more information—how the mattresses are made, the benefits to be expected from the superior workmanship and materials.

The new tag, which has been distributed to retail stores, is for the purpose of making it possible for clerks to make a more factual presentation of the construction principles behind the Simmons product.

The General Electric Co. takes the stand that the instructions and assurances that most manufacturers attach to their products are not lacking in either variety or quantity but usually leave something to be desired in the way of emphasis and selection. Studies in the consumer education field made by the company's appliance and merchandising departments carry the conclusion that most product labeling programs are in need of a re-examination and revision. J. G. Roemer of the company, after studying all existing surveys on labeling has drawn up a labeling program for G-E with the following eight requirements:

1. To inform the salesmen of essential product characteristics and resulting customer benefits.
2. To inform the customer of the same characteristics and benefits.
3. To inform the customer how to use and care for the article.
4. To inform the customer of the proper price.

Simmons Beautyrest

Certificate of Construction

We believe THAT THE PUBLIC HAS A RIGHT TO KNOW THE FACTS ABOUT MATTRESSES.

We believe the public has a right to know what it's getting for its money. Your mattress can be the most important investment in comfort you can make.

Therefore WE, SIMMONS COMPANY, CERTIFY THAT . . .

- * The United States Testing Company, Inc., endorsed the New, Deeper Beautyrest as the longest-lasting mattress ever tested in their laboratories.
- In one of the severest tests ever given a mattress, the New, Deeper Beautyrest lasted three times longer than any other of the ten types of mattresses tested.
- It is important to know that the New Beautyrest is tested every month by the United States Testing Company to insure and check on the durability of this great mattress.
- * We certify that the New, Deeper Beautyrest is guaranteed by Good Housekeeping as advertised therein.
- Good Housekeeping guarantees the New, Deeper Beautyrest as advertised therein.
- * We certify that the New, Deeper Beautyrest is guaranteed for 10 years.
- The New, Deeper Beautyrest is guaranteed for TEN YEARS' service by Simmons Company.

Certificate of Construction Detail

LOOK FOR THESE THINGS WHEN YOU BUY A MATTRESS

1. The Beautyrest mattress is made of a special material called "Beautyrest" which is a combination of wool, cotton, and hair.

2. The Beautyrest mattress is made of a special material called "Beautyrest" which is a combination of wool, cotton, and hair.

3. The Beautyrest mattress is made of a special material called "Beautyrest" which is a combination of wool, cotton, and hair.

4. The Beautyrest mattress is made of a special material called "Beautyrest" which is a combination of wool, cotton, and hair.

5. The Beautyrest mattress is made of a special material called "Beautyrest" which is a combination of wool, cotton, and hair.

6. The Beautyrest mattress is made of a special material called "Beautyrest" which is a combination of wool, cotton, and hair.

7. The Beautyrest mattress is made of a special material called "Beautyrest" which is a combination of wool, cotton, and hair.

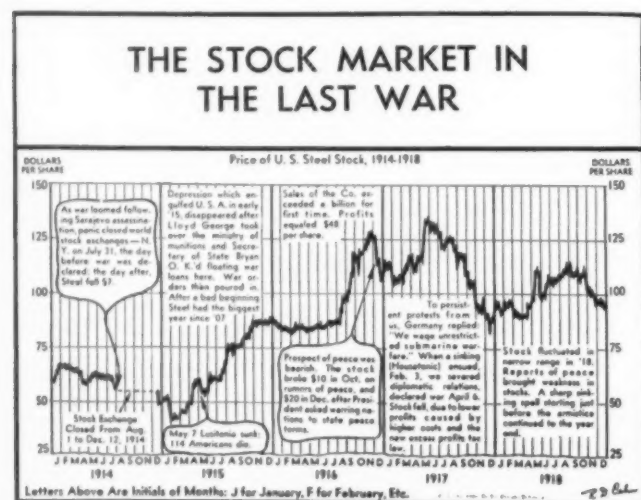
8. The Beautyrest mattress is made of a special material called "Beautyrest" which is a combination of wool, cotton, and hair.

New Deeper Beautyrest

Made and guaranteed for 10 years by Simmons Company

5. To transmit the guarantee.
6. To insure utilization of the material by the dealer, and to keep such material with the product in the store.
7. To produce belief in the literature through reference to accepted organizations.
8. Installation instructions.

In the study of its own labels the General Electric Co. found that the quality was relatively good and that the greatest mistake was in not advertising what they were doing. As Mr. Roemer says, "We had not labeled the labels. They were being ignored because we did not call attention to them." As a result, the company's advertising division is now concentrating on a plan to attract the customer's attention to its labels and their message. The plan may take the form of collecting all material now packed with an appliance into one container with a caption, "What Every Consumer Ought to Know About This Product." Also being considered is some method of teaching dealers and salesmen the value of the many labels.



Advertising and Consumers

AT THE SPRING MEETING of the American Association of Advertising Agencies, Allen L. Billingsley, president of Fuller & Smith & Ross, Inc., and retiring chairman of the A.A.A.A. board, talked about advertising with much the same calm frankness that Winston Churchill uses in talking to the British people about the war. These excerpts from his talk about the consumer movement express a point of view which SALES MANAGEMENT hopes will be carried out by more of the higher-ups in the world of advertising.

"Another attitude toward our problems is that they are created by radical agencies and should be viewed as subversive activities inspired by reds. Of course no proof can be adduced that such an attitude is incorrect; but, until it is known positively to be true, that view can add difficulties to our job of steering through the forties.

"In the first place, the red viewpoint puts emotion into a situation that actually needs judicial calmness and restraint. It results in a loose tendency to label all critics of our business as dangerous enemies and handicaps honest efforts to get at the causes of complaint. Public officials and college professors who meet that attitude in us, resent it vigorously when unjustified, and show a strong tendency to be as suspicious of us as we are of them.

"Of course there are radical and unintelligent elements among the advertising critics. There are people who feel that the only real cure for all our ills is a change in the social order. There are also racketeering elements, and others who seek to capitalize public criticism for their own private or political gain. But as yet there is no proof that such elements predominate. To place on all representatives of a trend of thought a scarlet letter that may be

deserved only by a few, would seem a questionable procedure which we should be slow to adopt.

"Even though there are those engaged in advertising who view our critics as destructive radicals, I find no widespread readiness to accept that view by business people, many of whom use advertising. In fact, it is not unusual for business people themselves to profess sympathy with some of the movement's objectives. I do not sense that they are all burned up over the criticism directed at certain advertising practices; on the contrary they often imply that advertising has criticism coming to it. Certainly such business people indicate they think advertising can meet its critics. In very few instances do they associate specific attacks on advertising practices with attacks on the whole social order. Maybe I don't associate with the right kind of capitalists, but those whose views I cite surely are the type of business people who would be liquidated if Joe Stalin ran this country.

"If the reds find in the consumer movement a means to reach more people with their subversive doctrine—if the radicals in public office find anti-advertising proposals popular—then our procedure should be to turn our attention to unprejudiced appraisals of the conditions about which consumers complain, and remove, as far as possible, the causes of complaint. That should not affect adversely the values or usefulness of advertising, but it would handicap the reds much more than name-calling. That would be steering by seeking a channel where there aren't any rocks.

"So to those who see each critic clothed in red, my suggestion is—discriminate. Fight as reds those who positively are reds. But don't help the membership drive of the reds by giving them followers that perhaps they don't have now and would not have without our help.

"We must accept, first of all, the right of the public to appraise advertising critically, not merely as an aid to the seller, about which there can be no question, but as a force working for or against the consumer, where the issue actually is joined.

"The consumer groups say they want more informative advertising. They feel we do not want to grant them that because we have things to conceal. Let's meet that by showing an active willingness to find out what they want, and discuss the practical problems of giving it to them.

"If only a weak case could be made for advertising, this constructive, open-minded approach could not be followed; but the truth is, we do have an excellent case. If advertising men were not resourceful, if advertising itself were incapable of further improvements, adaptations, or adjustment, then the constructive policy would be dangerous—but that is not the case, either."

Tips and Recommendations

THE GREY ADVERTISING AGENCY HAS A GOOD IDEA in a recent bulletin recommending lightness and humor in advertising. "People are surfeited with bad news, are eager to be cheered. The World's Fair recently abolished war news broadcasts from loud speakers. Its amusement area is terrifically successful. Even in England smart advertisers are treating the war itself in flippant vein, a shoe polish being called "the brightest blackout." The agency says, "People are fascinated by war news. But after they have read it or heard it, natural reaction sets in. So if you want to swim with the tide, put a light, even fantastic, touch in your advertising."

★
Subscribers who did not get the big book by the Twentieth Century Fund on the cost of distribution can buy an excellent digest for ten cents from the Public Affairs Committee, Rockefeller Center. It's a 31-page pamphlet called "59¢ of Your \$1—The Cost of Distribution."

★
A distinct contribution to the subject of distribution is the May issue of "The Annals of the American Academy of Political and Social Science." It is a 260-page issue devoted entirely to the subject "Marketing in Our American Economy" with original contributions by marketing experts in industry, associations, universities and government. It is priced at \$2 and the address of the association is Lancaster, Pa.



Church

WILLIAM G. CHURCH, JR., is appointed vice-president in charge of sales of Samson United Corp., Rochester, N. Y., electrical appliance firm. He was formerly with National Enameling and Stamping Co., Milwaukee. Previously he was sales manager of Silex Co., Beardsley & Wolcott Manufacturing Co. and the commercial division of Landers, Frary & Clark.

K. C. GIFFORD moves from the sales managership to vice-president in charge of sales of Schick Dry Shaver, Inc., Stamford, Conn. He resigned as sales manager of the Toastmaster division of McGraw Electric Co., Elgin, Ill., to assume his former post with Schick last January. He had been with McGraw for 15 years.



Gifford



Scaife

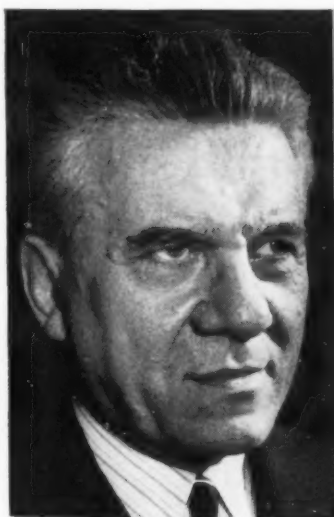
ARTHUR L. SCAIFE, who has been assistant manager of General Electric's appliance and merchandise department advertising division since the consolidation of all G-E appliance activities at Bridgeport last year, has relinquished his duties there to become merchandising manager for the department. He joined the company's refrigeration department at Cleveland in 1928.

W. D. TURNBULL is made general sales manager of the newly opened New York office of Pomona Pump Co., Pomona, Cal. Prior to joining the Pomona organization, he was for 17 years with Westinghouse Electric and Mfg. Co. at Pittsburgh, for a number of years in charge of sales and engineering to the mining and petroleum industries.



Turnbull

NEWS REEL



Martinsen

OTTOCAR H. MARTINSEN is named director of public relations of Calvert Distillers Corp., New York. For 12 years he was with the Barron G. Collier organization, in charge of its transportation advertising subsidiaries. Before that he was for 15 years associated with John H. Patterson, president of National Cash Register Co. During the last World War Mr. Martinsen was a captain in the chemical warfare division.

HERBERT A. WATSON becomes director of sales research for the domestic gas range division of the Association of Gas Appliance and Equipment Manufacturers, New York. He was formerly sales promotion manager of Pennsylvania Power & Light Co., Allentown, Pa. Now he will cooperate with utility companies and retailers in developing sales methods and localized sales promotion for "CP" (certified performance) gas ranges.

Photograph of Mr. Turnbull by Bachrach; Mr. Stream, by Pabco Press.



Watson



Gerhard

HOWARD R. GERHARD takes the post of merchandising-advertising director of the Independent Grocers' Alliance, Chicago. He joined Sanitary Grocery Co., Washington, D. C., in 1916 and eventually became advertising manager of that chain organization. In 1935 he was made head of IGA's New York office. Now he moves to the Chicago headquarters. His first job was with a biscuit company 35 years ago.

ALBERT J. STREAM is promoted to assistant general manager of Plant Rubber and Asbestos Works, San Francisco, affiliate of the Paraffine Cos. Starting with the company 11 years ago as a salesman in the Los Angeles office, he was later district manager and manager of the contract department. Previously he had been assistant general credit manager with California and Hawaiian Sugar Refinery, San Francisco.



Stream

Hills Bros.' Formula for Cracking and Holding Metropolitan Markets

That formula involves these important points of policy:

1. Maintenance of a high quality product
2. Direct-to-dealer distribution
3. Continuous year-around newspaper advertising
4. Intensive point-of-sale work, to obtain proper display
5. A market-by-market plan for expansion

SIXTY-TWO years ago when the glitter of gold still made San Francisco a glamor town where frontier fervor had a top crust of sophisticated living equal to that of Paris, a high quality coffee made its appearance and was immediately accepted by a discriminating but limited number of consumers. The Hills Bros. trade-mark of an Arab draining a cup of coffee soon became familiar to San Franciscans, though until the turn of the century the brand was not known beyond the Pacific Coast. That was in 1878.

This year across the continent and facing another ocean, at Edgewater, N. J., a 14-story plant is nearing completion. It carries the name of Hills Bros. Coffee, Inc.

Between those two dates is a story of intelligent advertising and merchandising that has not been told in print because Hills Bros. refuse to boast about their achievements and have an inviolable policy of not divulging sales figures or discussing their methods of operation.

One Market at a Time

For a quarter of a century they depended for their acceptance primarily on the development and maintenance of an excellent product. They were content to enjoy a steady, if limited, market with distribution confined to the Pacific Coast. Even up to 1918 few people elsewhere knew of or bought Hills Bros. coffee though it was a brand which ranked, even at that time, with the half dozen top brands.

Twenty years ago Hills Bros. felt the urge for expansion. In spite of their firm foundation they did not put on a smashing drive to take the country's markets, or even the markets of the West, by storm. They expanded

market by market, securely winning one campaign before they went on to the next. Territories were studied and hand-picked, those that offered the most promising opportunities for Hills Bros.' type of expansion being first chosen.

In each new market Hills Bros. set about doing localized selling that would simultaneously place their product before the public and initiate or increase dealer distribution and dealer cooperation in that territory. Backing up the campaign was a steady advertising drive in newspapers exclusively, a sampling system, and dealer display cooperation.

In the ensuing years they steadily extended their distribution southward, northward, eastward, capturing market after market and in a relatively short time making Hills Bros. the largest-selling coffee in most of them.

The Capture of Milwaukee

An examination of their basic system, which is modified to meet the demands of local conditions, reveals a hard-headed market and advertising sense. Development of sales in Milwaukee is typical of their methods elsewhere:

Prior to 1928, Hills Bros. were in the Twin Cities. Then they started developing the territory between these points and Milwaukee, taking such towns as La Crosse, Eau Claire and others of similar size. In March of 1928 they called on the national advertising manager of the Milwaukee *Journal* to obtain certain market data. They were given comprehensive information; and they were told that the *Journal* would bring out the next edition of its annual consumer analysis in January, 1929.

Perhaps that inspired them. Up to March, 1928, there was not a single

can of Hills Bros. coffee on sale in Milwaukee. But when the *Journal's* 1929 consumer analysis was published, Hills Bros. led the field. Evidently it was no flash in the pan, for year by year the sales mounted in Milwaukee. Ten years later, in the 1938 analysis, Hills Bros. coffee had 23.6% of the market while Chase and Sanborn had 12.3%, Del Monte 6.4%, Maxwell House, 4.9%. It was stocked by 84% of the independent retail grocers and by all of the chains. Today it ranks second in sales only to the A. & P. private brands.

In each big market developed by Hills Bros. the company sets up or acquires warehouse facilities. It does not sell through jobbers. This was the procedure in Milwaukee. Letters were sent to a cross-section of residents and telephone users advising them of the entry of Hills Bros. coffee into the local market and a sampling campaign was launched. Previous to this, the company's salesmen had obtained an 83% distribution. Simultaneously, four full pages were run in the Milwaukee *Journal*.

Advertising Never Falters

From that point onward, Hills Bros. advertised consistently in Milwaukee newspapers, using more newspaper space in five of the ensuing eleven years than any other national brand of coffee, and running second in other years only because of occasional advertising drives by other brands. Perhaps it cannot be too strongly emphasized that a major point in Hills Bros.' success has been the persistent regularity of its newspaper advertising, in bad times as well as in good.

An almost identical campaign was put on in Chicago. One year after Hills Bros. coffee appeared there a survey showed that it was in first place. In June, 1938, a survey which covered 250 grocers showed that Hills Bros. was rated the best selling by 104 of them.

Again, a significant advertising statistic: During six of the nine years following the opening of the Chicago market Hills Bros. used more newspaper space than any other national brand of coffee offered in this territory.

Point of sale material plays an

If times become "bad" the company doesn't get into a panic and stop advertising: It goes right on. It doesn't

[illegible][illegible]

Current advertising, launched in 400 western and midwestern newspapers by N. W. Ayer & Son, is built around the slogan "Now that's what I call *good coffee*," which headlines every piece of copy. Housewives learn how

In 1938 Hills Bros. spent approximately \$357,000 for consumer advertising, all in newspapers between

Chicago and the Pacific Coast. Current advertising budget is estimated to be in the neighborhood of \$400,000, with copy now appearing as far East as Detroit and distribution in 23 states.

T. C. Wilson, advertising manager, commented not long ago: "The daily newspaper has furnished a background of merchandisability that has made it possible to place Hills Bros. coffee in the position of being the largest selling brand throughout the territory in which we are active."

It appears that the steady growth and continued success of this company is owing to an expansion formula which includes:

1. Maintenance of an excellent product.
2. Advertising copy plays up selling points of the coffee rather than extraneous, slightly related matters; and it is appearing exclusively in newspapers. This latter point is regarded as one of the most important by the Hills Bros. advertising department.
3. Development of the best and largest variety of point of sale mate-

rial for dealers of any coffee company.

4. Establishment of warehouse connections in each big market opened.

5. A policy of direct sales to retail grocers exclusively.

6. Expanding operations market by market, winning each campaign before proceeding to the next.

The opening of the New Jersey plant, scheduled for the latter part of 1940, suggests another phase in the development of this firm.

As last year, this year's Golden Gate International Exposition will see an ambitious Hills Bros. coffee exhibit as one of the major attractions of the Food Palace. The company has its own exposition theatre, an ornate building of Moorish type architecture, where "The Story of Hills Bros. Coffee" will again be told to Fair visitors in the 40-minute cine color sound picture "Behind the Cup," produced by the company's advertising department. The picture is shown 15 times daily. Last year, it was seen by 350,000 persons and an equally large number is expected to view it this year.

Advertising Campaigns

[Old and New Products as Promoted in Newspapers, Magazines, Radio, Trade Papers and Dealer Helps]

"It Pays to—"

Air lines increased their newspaper advertising 34% in 1939 and air traffic is about 64% ahead of a year ago, according to Harold Crary, v.-p. of United Air Lines, Chicago.

"It is estimated that the air lines will buy 1,800,000 lines of newspaper space this year," he says. "In addition, a campaign costing \$300,000 using the slogan 'It Pays to Fly' is being jointly financed by the air lines and airplane manufacturers.

"Plane and engine factories now have on order \$30,000,000 worth of equipment to be put into service this year, next year and early in 1942. United's orders alone call for 20 40-passenger, four-engined planes, each of which will cost \$345,000, and ten more 21-passenger Mainliners." It pays to advertise, too.

"Sky-coaches," the air equivalent of all-coach trains, are helping United to earn dividends, and may develop into as excellent passenger-traffic-builders as are the streamlined, air conditioned low-cost trains.

Ten-passenger Boeings were re-conditioned by United as air-coaches between San Francisco and Los Angeles. Fares are 20% less than on regular planes, and a few of the fancy fixings

are omitted. But they have been operating at 91% of capacity, compared to 75% of capacity for all the 16 lines in the Air Transport Association. You may see sky-coaches adopted by more air lines in the near future.

Wisconsin Gets Results

In 1935 the State of Wisconsin set aside \$50,000 a year for its Conservation Department to use in attracting vacationists. State gasoline taxes in June, July, August, September of that year, before the start of advertising, were \$6,529,000. Every year since they have climbed, and last year stood at \$8,030,000.

Sales of non-resident fishing licenses at \$3 each numbered 63,000. Last year the figure was 120,000. Motorists visiting state parks rose from 1,023,000 to 1,805,000. The Department estimates that some 6,000,000 people come to Wisconsin each year for recreation, and that they spend \$250,000,000.

A majority of the people influenced to visit the state by advertising (which now includes most media) never communicate with the Department; probably many of them don't even know it exists. However, a record of inquiries received shows that every request for

further information costs 73 cents.

Snow sports, developed since the campaign started, have extended the vacation season into the Winter. A promotion based on the smelt runs in May has brought thousands of tourists to the seining grounds at a time when none came before.

Wisconsin, like 39 other states, has looked upon advertising for tourists and has found it good.

Smaller Eagle

A new half-size, half-price can of Borden's Eagle brand condensed sweetened milk is being introduced in 330 newspapers throughout the country by Borden Co., N. Y.

Brought out "in response to many requests," the can—which holds 2/3 of a cup—has been tested in several cities. It creates "a large new market of its own, while the potential sales volume of the full-size container is not affected," says Young & Rubicam, agency in charge.

Humorous drawings of Elsie, the famous Borden cow, will be featured in the ads. They will run through August.

White Flash "Plus"

Atlantic Refining Co., Philadelphia, is using some 175 newspapers—from New England to Florida and west to Ohio—to talk about its White Flash "Plus" gasoline. Ads ranging from six columns to 840 lines hymn the mileage, power, acceleration and anti-knock qualities of the new gas, as revealed under driving conditions in a Florida road test.

This year's ad program is the largest ever undertaken by Atlantic, according to Joseph R. Rollins, ad mgr. Sales are substantially ahead of last year, he says, despite the fact that 1939 was the biggest sales year in the company's history. Earnings in the first quarter of '40 were \$3,123,000 compared with \$538,000 for the first quarter of '39.

The current copy will run through the July Fourth week-end. N. W. Ayer's Philadelphia office is in charge.

Accolade

Proudly Frosted Foods Sales Corp. announces that the American Medical Association has awarded its Seal of Acceptance to Birds Eye quick-frozen green peas. This is the first time that the AMA has granted the Seal to a quick-frozen food.

Modern Hospital's June issue carried the news, and as soon as possible other Birds Eye copy will wear the Seal. Magazines now on the list are: *Life*, *Collier's*, *American Restaurant*,

Restaurant Management, Hotel Gazette, Hotel Management, Hotel Bulletin, Modern Hospital, Soda Fountain, Quartermaster Review.

Young & Rubicam, N. Y., is the agency.

Farnsworth Zoom

Farnsworth Television & Radio Corp., Ft. Wayne, will have an advertising program 50% larger than last year, reports Pierre Boucheron, g.s.m. Company activities fall into two parts—promotion of the Farnsworth line of radios and radio-phonograph combinations and of the expensive products of the Capehart division.

Pages and half-pages for the Farnsworth division will appear in *Life*, *S.E.P.*, *Collier's*, plus spot broadcasts on stations in 54 cities c-to-c.

De luxe Capehart phonograph-radio combinations will be publicized by pages in *Time*, *New Yorker*, *Town & Country*, *Country Life*.

"Extensive" trade paper schedules are also being prepared by the Chicago office of N. W. Ayer & Son, agency in charge. Copy breaks after Labor Day, continues through the Christmas season.

LUSCIOUS NEW TASTE
"COMING UP"

Here it is... a truly new taste of pure, golden papaya melon... a drink that's new, with the tropical flavor of the papaya melon... a drink that's new, with the tropical flavor of the papaya melon... a drink that's new, with the tropical flavor of the papaya melon...

Vanti PA-PI-A

MADE FROM THE MELON THAT GROWS IN THE TROPICS

The drink is cool . . . but the ads are hot.

Pa-Pi-A

Vanti Pa-Pi-A Corp., N. Y., brought out that beverage—which is made from the tropical papaya melon—last Summer. Since then distribution has been obtained in Florida, Georgia, North Carolina, District of Columbia, West Virginia, Ohio, Indiana, Texas, with newspapers, radio, outdoor posters used. One unusual medium used, and being used, is Negro movies with Negro actors.

Now the corporation is conducting

an intensive campaign in New York and some 28 other cities between Allentown, Atlantic City and Hartford. Insertions of 1,000, 600 or 300 lines are appearing as frequently as five days a week in newspapers, will continue through the Summer.

Twenty-four sheet posters throughout the area, car cards in N. Y. subways and suburban railroads, demonstrations in stores with large traffic, are additional. Radio plans have not yet been completed.

Erwin, Wasey, N. Y. agency, has the account.

Other beverages are meantime giving Pa-Pi-A stiff competition in newspapers. Nehi Corp. (through BBDO, N. Y.) proclaims in big space color copy that Royal Crown cola is the "coast-to-coast taste-test winner. . . .

In nine tests out of ten, taken by more than 12,000 people (Royal Crown) was voted best-tasting of the leading colas against which it compared."

Spur, product of Canada Dry Ginger Ale, Inc., is offering six 12-ounce bottles of Spur and three 12-ounce bottles of Canada Dry ginger ale for 26 cents. Ordinarily six bottles of Spur sell for a quarter. J. M. Mathes, N. Y., is the agency.

Prem, Treet, Spam

Swift, Chicago meat packer, is using 150 newspapers and five magazines for its promotion of Prem, a ready-to-serve meat product "made of genuine sugar-cured pork. Hot or cold it's mighty good eating." J. Walter Thompson, Chicago, is the agency.

Treet, another prepared canned meat, produced by Armour, Chicago, has been undergoing extensive tests in newspapers of various markets. Now the company has begun a national magazine drive, through Lord & Thomas, Chicago.

Spam, George A. Hormel & Co., Austin, Minn., prepared meat which pioneered the fashion of short-named ready-to-eat meats, continues a heavy newspaper and magazine schedule through BBDO, Minneapolis office. On July 1 it will start a program on both the Red and Blue networks of NBC starring George Burns and Gracie Allen.

Heels and Soles

Having tested various ad angles, Biltrite Rubber Co., Chelsea, Mass., is launching a major effort on its Biltrite heels and soles. Copy will run monthly for a year in *Life*, *S.E.P.*, *Collier's*, *Esquire*; in 27 dairy publications; in *Country Gentleman*, *Farm Journal & Farmer's Wife*, *Capper's*, *Southern Agriculturist*, *Progressive*

Farmer; and in 25 railroad magazines.

Biltrite's non-slip and long-wearing qualities are emphasized in copy prepared by Frank T. Day, Boston agency.

We Believe in Love
at less than 2¢ a mile!

NEW YORK CENTRAL SYSTEM

THE WATER LEVEL ROUTE YOU CAN SLEEP

New York Central System is running such 600-line copy as this in cities along its route and in larger cities between Chicago and the Pacific Coast to promote coach travel to the N. Y. World's Fair. Agency: Lord & Thomas.

Tums Treasure

Lewis Howe Co., St. Louis, has moved its "Pot O' Gold" radio giveaway from the NBC Red to the Blue network. Each Thursday from 8:30 to 9:00 p.m. Horace Heidt and orchestra will continue to provide entertainment between spins of the wheel which gives \$1,000 to a lucky telephone number. Over 100 Blue stations carry the program.

But the Red network niche vacated by the "Pot O' Gold" will not be without a plug for Tums. Hardworking Bandsman Heidt will fill that spot, too, with a new program called "Musical Treasure Chest." It includes a quiz game wherein members of the studio audience are awarded cash for answering questions. The formula is similar to that of "Answers from the Dancers" which Mr. Heidt introduced last year before switching to the vogue-setting "Pot O' Gold."

Stack-Goble agency does the Tums commercials.

Any Old Blades?

What to do with used razor blades, that perennial medicine cabinet dilemma, is answered, in part at least, by J. B. Williams Co.: Trade them in on a Roto-Shaver.

Eight newspapers of seven cities, scattered over the country, and *Life*

(Continued on page 81)



Who ever heard of a fashionable, big-town department store devoting a window to a display of workmen's clothes? But now restyled work clothes are profit items instead of loss leaders. Neither sellers nor wearers are ashamed of them. Hence this window in the Fifth Street Store, Los Angeles, is only one of thousands throughout the country promoting the new, better-looking work apparel.

Thumbs Down on Overalls: Now the Boys Sport "Work Uniforms"

Blue jeans were cheap, they served as covers, but they had no fit, no style, no "pride of wearmanship." Not until the boys in the oil fields came right out and demanded something better did the work clothing industry wake up to a tremendous latent sales opportunity.

Based on an interview with

JOHN W. CHAMPION
Sales Manager, Reliance Manufacturing Co.,
Chicago

OVERALLS may become museum pieces. They seem to be going the way of the buffalo, the buggy and the pug dog. Oddly, work clothes manufacturers are delighted. They've struck a rich streak of pay dirt. What's more, it was thrust upon them. The revolt against overalls has brought, probably, the greatest mass evolution in wearing apparel in the history of man.

The whole thing goes straight to a point in psychology. It might be stated in these words:

"Overalls never gave anyone a superiority complex."

Statistics tell us that there are about 25,000,000 male adults in the United States. Of these, approximately 20,000,000 wear working clothes. The rest are classified as white collar workers. Ask any overall manufacturer how many years the overall was the accepted garb of the working man and the chances are he'll just look at you. Overalls and blue chambray shirts were here, everywhere, accepted, and

that was all that ever concerned him.

Five or six years ago, however, working men down in the Southwest began to refuse to buy overalls. Just how it started no one seems to know. It is presumed that it began with the oil field workers. These men earn from \$8 to \$16 a day. In a day or two in the field their clothes became saturated with oil. Live steam, they found, was the only thing that would take the oil out. Blue work shirts would not stand the gaff. The cloth went with the oil.

The current theory is that the oil field workers wanted a sturdier fabric and, for reasons of their own, wanted their working clothes styled better. They wanted them in tan, too, because that was very near the color of crude petroleum. More, they insisted on getting what they wanted.

Almost at once calls began to come for similar work clothes from New Mexico and Arizona. That's desert country and the dust there is tan colored. For a while all work clothing

for these markets was of a tan drill, a tight-woven cotton cloth.

Most of the larger oil distributing companies stem from Texas, Oklahoma and Louisiana. But the southern Illinois fields popped in and in a few months the tan work clothes were seen everywhere there.

Somewhere along the line the oil companies conceived the idea of putting their service station attendants in these new suits. They improved the appearance of the men amazingly—especially when the companies asked for special colors. It then seemed no time before truck drivers wanted these suits. Soon the bigger trucking companies began to uniform their men in them. Ice men, delivery men, mechanics, and finally farmers began to want them.

The whole thing spread, fanlike, with the sweep of a tidal wave, from the Southwest. A reporter for SM sought out John W. Champion, sales manager for the Reliance Manufacturing Co., of Chicago, the largest manufacturer of work clothes in the United States, and asked him to tell the story of this amazing development. He wanted to know what it meant to the work clothes industry.

"All we know is that someone, somewhere, got the idea," said Mr. Champion. "It just slipped up on us from behind, when we weren't looking. As an industry we didn't have much to do with it. We have no right to claim any glory for the developments. All we ever did was to fill orders.

"We've never advertised these clothes nationally. We've never dared to. We feared, if we did, we might

be overwhelmed with orders; bogged down in them. Time to do so will come, of course, when we begin to catch up with demands. In fact, all manufacturers of overalls everywhere, and that includes us, have by habit battled to retain the overall business. They've done everything they could to continue the popularity of overalls and maintain the market.

"To do that we've all tricked them up. We've added gadgets of all kinds, special pockets, a place to slip in a rule, a loop to hold a hammer; we've schemed to strengthen seams and even tailor-pressed them. Overalls were made cheaper and better. They were made to retail in price ranges from 89 cents to \$1.69. Chambray shirts, generally worn with overalls, went down to from 39 to 79 cents.

"They ended up where they were being used generally by merchants, especially in the smaller places, as little more than loss leaders. Very likely we've been swimming against the stream for a long time.

At Last, a "Profit-Leader"

"Working men more and more were demanding these new types of suits. They were insisting upon them. The thing that really did it, most likely, was the discovery on the part of the merchant that through them he could forget his loss leaders and begin to make a profit.

"These new suits, which are really styled, are worth a lot more because while they not only give far better appearance and wear better, they allow a reasonable profit margin. The pants sell for from \$1.49 to \$1.98 and the shirts from 98 cents to \$1.39. The sales unit is upped materially and if several million men buy two or three of these suits each year you have something big.

"The thing that's made it tough for the manufacturer is that thousands of store keepers have had to stock them from the ground up. Starting stocks make a big and quick demand. While the job of stocking the stores is still far from complete, it has taxed manufacturing facilities to the utmost.

"We've had to develop a variety of cloths and weaves and a considerable range in colors. We now have what we call a Tex-Tan, Tex-Green, steel blue, steel gray, navy blue, taupe and others. We are now classifying them as uniform suits. Uniform is correct usage because so many organizations—department stores, brewers, truck fleet operators and others—are putting their men in them, choosing their own special colors.

"The men like the idea because it gives them a dressed up feeling. More,



He pushes a truck, but he doesn't dress in the sloppy overalls of yesteryear. Call it dignifying labor, call it dude stuff if you will. The fact is that men who get callouses on their hands have taken to snappy work clothes with "neatness and dispatch." That phrase really means something in this instance, for men who are neatly dressed, and know it, work better, faster, take pride in themselves and their jobs.

Cool and comfortable in his "Ensenada" suit (introduced by the Reliance company) this young man smiles at collars, coats, hot wool. The shirt may be worn tucked inside the trousers or as shown. The combination sells for \$1.95 and up, depending on the fabric. And it is selling like ice cream cones at a Fourth of July picnic. Numerous firms have their own versions, all especially popular at beaches, country clubs, but seen, too, in town along the heat-shimmering pavements.



"Every time the alarm goes off it falls on its back and rolls over!"



thousands of truck drivers today, carrying merchandise to hundreds of thousands of outlets, take orders as they go and so are salesmen in their own right. When a man is a salesman, even though labor is a part of his job, he wants to improve his personal-appearance. It gives him a better grip on his job. He functions better. Many companies are not only specifying these new suits but they are supplying them to their men as well.

"In the South where the Summers are long and hot the farmers have turned to them. Last Summer the movement began to spread to farmers in the North. A farmer using this type of suit can wear it to town without the feeling of inferiority that the old overalls give him. We've been speculating a little on what that will mean to us. The government tells us that there are 11,000,000 farm families in the nation, and if the farmer, his hired hands and his boys get to wearing them generally there's a mighty market there."

About the 5,000,000 white collar workers? They, too, are in the picture. In the Spring of 1938 Reliance offered, a bit gingerly at first, a soft slack suit. Suggestion was made that it was for sports wear. It was made of a cloth called "Hollywood sacking," with wooden buttons, and was marked to retail for \$2.95.

"It fits like a pair of pajamas. Who'll buy it?" a friend commented to Mr. Champion when he showed him a suit.

"Thanks," Mr. Champion replied, "That's just the sales argument I've been looking for. I'll use it—they fit like pajamas but you can wear them any place."

"In-and-out shirts" were devised. The long sleeves the working man wanted were cut off; made short. The suit went like wildfire. Lighter and cooler fabrics were experimented with. Spun rayon mixed with wool was tried out. These could be dry cleaned. They sold for \$5.98. Well, it didn't take long until various manufacturers were putting them on the market, in still finer materials to sell for \$10, \$15 and \$20.

Word has come from Florida this Winter that in and around the resorts there you won't find men wearing much of anything else. This new type of sports wear has taken the entire peninsula.

For sports wear, a smaller field than the working man's field, and one that must be built up, national promotion was started last year. Reliance, identified always with work clothing, went as far afield last Summer as to use advertisements in *Esquire*. This Spring it is going into *Life*. *Life*, a while back, ran a flock of pictures illustrating how these suits had won popular acclaim and how women had grabbed at a feminine version of them.

In this picture now we find the big mail order houses—Sears, Roebuck, Montgomery Ward and others. They're devoting pages in their catalogs to this new type of clothing, both for sports

wear and for work. They are expected to be a large factor in putting over the "suits" which are taking the place of overalls—especially among the rural population.

The Bureau of Home Economics, a Federal division, in its most recent report estimated that the average farm family each year purchases 4.46 pairs of overalls and 7.52 cotton work shirts. That compares with 1.80 pairs of wool trousers and 0.60 wool suits.

A recent check indicated that 90% of all manufacturers in the United States making work clothing have turned to the production, in some measure, of these suits. Many of them are making "comfort slacks" for town and resort wear. A few are so bold as to predict that before this year is out business men will begin to wear them during business hours.

The Reliance company, believing that the time is approaching when its manufacturing facilities will catch up with the demand, has arranged for a series of radio broadcasts. Tests will be made in Illinois, Wisconsin and Indiana. The biggest station to be used will be WLS, of Chicago, recognized as a farm station and operated by *Prairie Farmer*.

Among others will be WIRE, Indianapolis; WTAX, Springfield, Ill.; WEAU, Eau Claire, Wis.; WSAU, Wausau, Wis., WISN, Milwaukee and WEBQ, Harrisburg, Ill.

Man Emerges from His Cocoon

"Man's uncomfortable attire" has been criticized much and often in the public prints for many years. Columns have been written about it. Man has been charged with being tied to tradition of suffering and dying rather than face a change in his garb. Most of this criticism, of course, has come from women who wear open-toed shoes and filmy stockings in Winter even if it kills them!

Now it appears that man, whether he plays or goes about his business, has at last arrived at a dress reform that is radical and startling. He has gained ease and he has gained an opportunity to express himself in colors. He's emerging from his cocoon, no longer drab and sombre.

The incongruous part of it is that it seems to have been started by the "roughnecks on the rigs," those hardy fellows down in Texas—hard he-men emboldened to defy tradition for comfort and that "loose" feeling that adds to the joy of the day.

Well, this year we may as well admit it's got us. The manufacturers are turning out this type of suit by the millions for men and boys in all sizes—from four years of age and up.

Training ABC's You Can Give Salesmen Without Investing a Fortune

So your product is "difficult?" The men who handle it are afraid of it because they're short on facts? And your budget is limited? There is something you can do about it—because this company did it.

LIKE many other specialty products, the surveying and engineering instrument business presented no serious problem during the period of rapid expansion before the depression. The market sought the producer. To maintain an adequate bank of orders, the manufacturer had only to make an honest product, furnishing specifications and prices to inquirers.

Now the shoe is on the other foot. For several years supply has exceeded demand; price competition in the face of rising costs has reduced profits to the vanishing point. The price structure of Berger instruments, however, has remained from 10 to 25% higher than that of competition owing to superior quality.

Another difficulty is that, while manufacture of these precision instruments calls for skill and expert craftsmanship, the product is only a side line for the dealer in engineering supplies and blueprints, because of the limitations of volume. Furthermore, efficient sales development demands contact with a great many different sources, since these instruments are used by public utilities, government agencies of all kinds, building construction firms, civil and mining engineers, and numerous industries.

Appraising available sales assets, we discovered that our engineering supply dealers had in their employ more than 200 salesmen scattered throughout the country. Here was real man power, ready to use, if it could be developed.

As the result of careful inquiry among some of the larger dealers, it seemed evident that the lack of surveying instrument sales by these men was owing largely to lack of knowledge and interest; their ability to become intelligent instrument salesmen was problematical; dealers would gladly cooperate in any reasonable experiment aimed at correcting these conditions; sales training of some kind was the only practical course to pursue.

Personal instruction seemed out of



BY
HAROLD W. DREW
General Manager
C. L. Berger & Sons, Inc.,
Boston

the question because it would be too expensive, take too much time and lack permanence, no text being available. A correspondence course, the only alternative, might work, provided: Dealers would cooperate in encouraging their salesmen to follow through; some method could be devised to assure that salesmen would actually study it; the text could be made interesting and non-technical, yet comprehensive enough to serve its purpose before the inevitable letdown of enthusiasm.

To answer these and other questions, a form letter and questionnaire were sent to 12 representative dealers, explaining what we had in mind and asking their opinions. Coupling these suggestions with ideas of our own, we prepared an original course consisting of 12 weekly lessons of about 3,000 words each, profusely illustrated. Roughly, 65% of the text was descriptive of Berger products, 5% on the art of surveying, the remaining 30% on sales and institutional information.

In preparing the course, no attempt was made to dress it in fancy form;

emphasis was placed on neatness of text. An identifying heading in red ink, two inches high, was used for the first page of each lesson. Ordinary 8½" by 11", 20-pound white paper was used, punched for a binder. By using a typewriter with elite type and seven-inch lines, single spaced, the material was compressed into four pages a lesson, including illustrations. An ordinary mimeograph machine was used for reproduction, the illustrations being cut directly on the mimeographed stencil with the aid of the mimeoscope, a small illuminated drawing board.

The entire expense for 250 sets, including mimeograph machine and supplies, postage and all other expense, not including employee's time, was about \$350. Preparation of the material consumed about half of my time and about half of one girl's time during the 12 weeks.

A feature of major importance was the quiz. Knowing the average salesman's disinclination to study anything methodically, we considered it essential to use some method of inducing salesmen to read each lesson carefully and promptly. Thus, a quiz containing ten simple questions was included with each lesson, the answered quiz to be returned weekly to Boston headquarters for grading.

Failure to send in quizzes regularly provoked the mild penalty of "losing face" after signing the enrollment blank and agreeing to do so, this moral penalty being followed by a threat to discontinue sending future lessons. Rewards for regular response were a gift of a permanent binder after receiving the first quizzes and a certificate upon successful completion.

A somewhat unusual response to the quiz was that students, replying to a questionnaire, almost unanimously preferred to write out complete answers rather than use abbreviated quiz forms. After the course was under way, quiz response was aided by the competitive spirit which proved an important sustaining factor.

To stimulate interest among the three major dealers—in New York, Chicago and Canada—the company offered a silver loving cup to the organization receiving the highest quiz average. The Canadian group won the cup, with an average of 95.88%.

Before launching the course, it was

realized that in spite of the assurances of cooperation, considerable difficulties would be encountered in overcoming the initial inertia in organizations which were busy with other interests. At our request, each dealer appointed a coordinator who was responsible for the mechanical handling of material between this company and the dealer's salesmen. Detailed instructions were sent to coordinators.

In spite of these preparations, response to the first two or three quizzes was disappointing. An "S-O-S" letter headed, "Where are the quizzes?" started the ball rolling, and from then on quizzes came in steadily.

A major purpose of the entire activity being to sell high quality, there were numerous definite sales suggestions. Salesmen are advised, for instance, to have prospects look through Berger and other telescopes, comparing brilliance, color, definition and freedom from distortion.

The first lesson was sent out in September, 1939, to 208 enrolled salesmen. Of those who started, 81% completed the course. Voluntary expressions of approval were received from 52 salesmen. Here are several spontaneous statements lifted at random from Berger files:

"It has developed the 'family feeling' for Berger products"; "It has given an understanding of Berger quality"; and (from Warren H. Coate, advertising manager, Charles Bruning

Co.) "The whole idea is an excellent one and all of our salesmen have benefitted a great deal from the increased knowledge and information regarding Berger products. When one considers that Berger is manufacturing the most expensive instruments in its class, naturally the need arises to explain why this is, in order to avoid losing sales."

There is the instance of one salesman who had no previous knowledge of surveying instruments, but who was called upon in an emergency to demonstrate an instrument before a number of state roads engineers. With this training course as his only knowledge, he talked for 15 minutes, answered questions and sold four instruments to the roads department of the state.

At the conclusion of the course, the company sponsored an essay contest offering cash awards for the best essays on "How I Sold a Berger Instrument," the particular sale to be made during a given 10-week period. Results of this activity are not fully completed.

The value of such an effort is difficult to appraise. Business has improved since the course was undertaken; many salesmen have sold their first surveying instrument; factory and dealer relations seem more cordial than ever before. Several dealers have agreed to give 10% of their total sales effort to Berger, which is about 9% more than they devoted to the line formerly. In the opinion of the

Berger management, this course has been one of the most successful activities ever undertaken.

To our surprise, the course had produced several by-products, which in some respects seem to outshine the main purpose. It has been a powerful sales tool for soliciting new dealers. On a recent trip seven new accounts were signed in important cities with dealers whom it had been impossible to sign. One dealer was unsuccessfully sought two years ago without commitments of any kind and with the offer of a territory including four states. Recently the same dealer willingly signed when he was offered but one state.

The course has proved of interest to large corporations, one oil company having received this company's permission to revamp the material for their field forces and to use the quizzes to grade their junior engineers. Educational institutions are using it in their surveying classes. The office and factory personnel have benefitted by a clearer understanding of many features of the manufacturing process. Contacts established in commenting on the quizzes have given the company management a quick and accurate picture of the general response to its products and of the personnel with whom it is dealing, all of which is of great value in shaping policies, sales plans and advertising.

Education pays big dividends.

THE BERGER SALESMEN'S TRAINING COURSE

Copyright 1939 by C. L. Berger & Sons, Inc., Boston, Massachusetts

LESSON NO. 6
TRANSIT CENTERS AND PLATE

We will now consider the transit construction, just as we did the level in the last lesson, starting with the foot plate. It will not be too hard to understand if we take it step by step.

THE TRANSIT FOOT PLATE

Foot plates and leveling heads on transits are much the same as on levels. In the transit most often be set up with its center directly above a fixed point on the ground, and so it is hard to do this exactly with the tripod alone, a means is provided whereby the whole instrument above the foot plate may be shifted 1/2" or more from side to side without disturbing the tripod. This is easily done by making the foot plate with its ball-socket in two pieces instead of one. The central or socket part, called the **SHIFTING PLATE**, has a flange whose upper surface slides on the under surface of the flange on the foot plate proper. The cups or shoes on the leveling screws also slide on the upper surface of the foot plate at the same time. When the leveling screws are loose, sliding is permitted but as they are tightened, sliding is prevented by friction. A cap with a short chain attached is screwed to the bottom of the leveling head, to which a cord and pin-and-bob may be tied, for use in shifting the instrument directly above the center-line of the monument on the ground. In Fig. 21, the upper sketch shows the instrument shifted to the right, and to the left in the lower one.

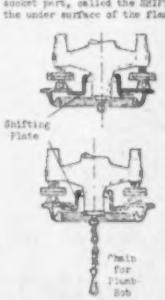


Fig. 21. Shifting device on transit.

INTERMEDIATE CENTER AND HORIZONTAL CIRCLE

The **INTERMEDIATE CENTER** has a flange at the top to which is fastened a **FLAT PLATE**, which carries, on the upper surface of its periphery, the silver horizontal circle with its 360° graduations and its engraved numbers. The circle stands about 1/4" above the ball-socket of the plate and is graduated on the inner edge.

It is so important to have this circle exactly concentric with the center that a special method of adjustment is provided on Berger transits. The flange is

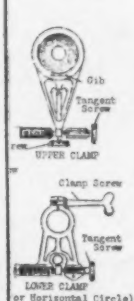
screws which have a small capstan head fully against the plate for the assembler to feel the plate screws and permanently precision result.

ent-screw assemblies, securing the horizontal circle against the plate and the ed later.

set in a recess in the plate. This connection because of the ad-

and is one of the with the telescope are the plate level angles to the plate its fittings.

the periphery on opposite which is mounted



Gib
Tangent
Screw
UPPER CLAMP
Clamp Screw
Tangent
Screw
LOWER CLAMP
or Horizontal Circle)

QUIZ ON LESSON NO. 6

- Explain why a transit foot plate is different from a leveling instrument foot plate.
- (a) What plate is fastened to the intermediate center?
(b) What plate is fastened to the lower center?
- (a) The lower clamp controls the action between the _____ and the _____.
(b) The upper clamp controls the action between the _____ and the _____.
- Explain how the horizontal circle is adjusted at the factory to be exactly concentric with the intermediate center.
- Name four contacts or clearances which must take place simultaneously as the vertical plate assembly is lowered in place.
- As the telescope is revolved does the horizontal circle revolve with it?
- Why is the intermediate center some times called the repeating center?
- If an angle is repeated four times and the aggregate repeated reading is 52° 45' 30", what is the individual angle?
- Name four facts which prove that the value of the Berger instrument is in the instrument itself. (20 points)

Name _____ City _____

Though the company calls it "one of the most successful activities we have ever undertaken," there is nothing flossy about the Berger training course. Four pages of text and illustration,

plus the quiz blank, all mimeographed on inexpensive paper, make up the typical lesson shown above. The course was compiled with the help of cooperating dealers.



THE SEMAPHORE SIGNALS ABOVE
SAY "ANSWER".

IT TAKES ABOUT TWELVE SECONDS
TO SPELL OUT THE WORD THAT WAY
AND IT CAN BE TRANSMITTED ONLY
AS FAR AS THE EYE CAN SEE.

YOU CAN WRITE "ANSWER" TO A
BUSINESS HOUSE HUNDREDS OF MILES
AWAY IN ONE SECOND BY BELL SYSTEM
TELETYPEWRITER SERVICE.





Europe blazes, and the smoke of battle blackens the headlines. In its beautiful granite sarcophagus at Les Invalides, in Paris, the dust of Napoleon must be restless indeed in the frenzy of frustration. Just as the shade of Prof. Langley may have shaken its head when the Wright brothers accomplished at Kitty Hawk what the professor had failed to do by such a narrow margin.

For some time, I have had it in the back of my costard to take up Spanish. With the way things are going as this is written, maybe I should brush up on my German.

But enough of gloomy contemplation for the moment. Let us be frivolous while we damned well may.

S. L. Mayham is director of the Board of Standards of the Toilet Goods Association. Obviously, a man to put teeth in the new rulings.

"For national security, enlist in the U. S. Army," says a recruiting poster. Well, we might be as secure in the Army as at home at that.

Capsule Caricature: "He's the kind of cluck who writes 'Personal' on a postcard."

Gertrude Myers thinks Sloppy Joe's in Havana is a "universal joint."

Man Bites Dog Dept. Allan Adams, of the Fawcett Women's Group, is sending me a magazine that does *not* have a subscription-card bound in it. I am panting to see such a publication.

Louise Surgison says that most of us live by the sweat of our brows, but that the deodorant manufacturers earn *their* money by that of somebody's else.

"The Paraflo Digest" says: "The oyster makes a pearl out of an irritation." But we humans make a lot of pother.

The same little house-organ reminds us that "Business goes where it is invited; stays where it is well taken care

of; and belongs to the fellow who can get it."

I see by SALES MANAGEMENT that I'm the bird who doesn't keep up with his cabooses. I stopped riding freight years ago.

"Ford for Men Over 40"—Headline. Good for Henry. Experience ought to have a market-value, provided its owner hasn't allowed his mind to set like concrete. When we stop learning, we stop living.

Raised-Eyebrows Dept. "Methodists Back Pre-Marital Tests."

"How Green Was My Valley."—Book-title. I'll bite. How green was it?

The man who writes the ads for John David's men's store in New York must have been tempted many a time to sign them: "The House of David."

Newsweek sent an interesting little premium with one of its promotional letters recently, a set of Plas-Tees, little golf-tees made by Monsanto Chemical and colored like raspberry Jell-O. Don't suppose they will improve *my* game, however.

Dave Cathcart wonders what Mr. Morgenthau thinks when he reads such headlines as "A. N. A. Admits U. S. Gypsum."

Ed Pope offers a slogan for the Rolls razor: "Ask the man who hones one."

It is the same correspondent who anticipates a question as to whether or not Sen. Norris could be elected to the presidency. Ed's guess is "not by a dam site."

Speaking of senators, one of the bright boys over in Washington calling himself "Sen. Hoopes," sends a "slogan with a fine purist flavor for a certain Philadelphia agency: 'Never say ain't—say Arndt.'" While in the mood, he also has one for a Chicago agency: "Never tell lies—tell Phibbs!"

A dandelion to Editor Denler of the

"Fruehauf Forwarder" for the issue that reproduced *Life* on the front cover.

If a current jig with the refrain "Ain't Got No Rain-Barrel" isn't a carbon copy of "Iola" (circa 1910), I'll eat my bass-drum, cymbals and all.

Hugh Parker thinks the Germans had a nerve to lift an eyebrow at the strip-teasin' in England, following the order to "Strip Thiessen" in Germany. I see what Hugh means.

Ancient History Dept. FDR gave George M. Cohan a Congressional Medal for having written "Over There" and "You're a Grand Old Flag." What member of the class remembers the *original* title of the latter song? I'll tell you. It was: "You're a Grand Old Rag, You're a High-Flying Flag." This pained the patriotic societies and Georgie revamped it to: "You're a Grand Old Flag, though You're Torn to a Rag."

W. K. Howison, of Madison, Wis., wonders whether anybody has ever suggested a good name for a dairy bar. I haven't heard of it, W. K., but if it's your own establishment, you might do something with the old toast: "Here's Howison!" Seriously, I think all owners of dairy bars might do worse than to resurrect a fragrant memory and call their place: "The Springhouse."

The Commonwealth of Virginia defines an inebriate as "any person who has drunk enough alcoholic beverages to so affect his manner, disposition, speech, muscular movement, general appearance or behavior, as to be apparent to observation." That's a drunk in Virginia . . . or *anywhere*.

Herb Drake tells me about the *True Story* "Kiddie Karnival," in which his publication asked mothers to send pictures of their kids on a non-returnable basis. Despite the warning that *True Story* was playing for keeps, 62,000 pictures had been sent in during four months, and the trickle continues. All from a single page!

The sports-commentator was talking about the St. Louis Browns, and the Missus opined it should be the St. Louis Blues.

The medicos call it a "Caesarian section." The postoffice calls it "special delivery."

T. HARRY THOMPSON
SALES MANAGEMENT

**Copy on request.*

**ADVERTISERS'
CHIEF SELLING DRAG**

by
LT. COLONEL RALPH K. STRADMAN
Vice President
WARD WHELOCK COMPANY

ADVERTISERS who have survived the hit-or-miss selling era of the past are increasingly conscious now of the necessity for improving and co-ordinating their selling methods. In the present hot situation of competition for the consumer dollar, the farsighted advertiser cannot afford to let retail inefficiency defeat the purpose of his own sales investment. The advertiser's own displays and selling suggestions are, of course, intended to supply the need for point-of-sale influence. These are valuable, and correlation between the use of displays and national advertising has been proved repeatedly. But these are primarily sales promotional

*ADVERTISERS' CHIEF SELLING DRAG

Advertisers can prevent waste resulting from old-fashioned retailing methods. This article suggests various activities in connection with point of sale promotion.

*The following brochures
on subjects of vital interest
to private enterprise have also
been issued by our agency:*

FUTURE SELLING PRICE
BUSINESS—THE NATION'S FRONT OFFICE
AMERICAN BUSINESS ACCEPTS THE CHALLENGE
BUSINESS CAN RESELL AMERICA
COMPETITIVE ADVERTISING CLEARS THE WAY
BUSINESS—ITS SOCIAL RESPONSIBILITY
PIONEERS IN PROGRESS
THE ADVERTISER PAYS
AN ESSENTIAL ALLY TO SUCCESS
A CHALLENGE TO NATIONAL ADVERTISING SECURITY
INDUSTRY AND GOVERNMENT REGULATION
ADVERTISING—AN ANTI-MONOPOLY FORCE
NOT FOR SALE
DEMOCRACY DEPENDS UPON PRIVATE ENTERPRISE
AFTER HOURS

WARD WHELOCK COMPANY • ADVERTISING

PHILADELPHIA

LINCOLN-LIBERTY BUILDING

Established 1901

NEW YORK: 144 MADISON AVE.

HOLLYWOOD: EQUITABLE BUILDING



"Oh!....er....er....!"

New Anti-Trust Activities Strike at Trade Associations

Recent warnings from the Supreme Court, the Department of Justice, and the Federal Trade Commission foretell sweeping changes in competitive balance of power between industries and between companies in specific industries.

BY GILBERT H. MONTAGUE

Of the New York Bar

IN a five weeks' anti-trust law trial last Fall, Government lawyers sought the conviction, fine and imprisonment of the same automobile manufacturer whom the President last month selected as the second member of his advisory commission of seven to direct the national economic drive in the preparedness program.

Happily, as it now turns out, the Government's efforts last Fall were unsuccessful. Last month this automobile manufacturer was at large and free to respond to his President's

call, willing and able to place his great industrial ability and experience at the service of the Government which so recently was seeking to convict, fine and imprison him for alleged violation of the anti-trust laws.

Deploing the "use of the criminal remedy" the Temporary National Economic Committee in its preliminary report last July declared that "the anti-trust laws must be regarded primarily as an economic instrument and not as a moral tract.

"Responsible and normally law-

abiding business men," continued the Committee, "who have had no intention of moral wrong-doing, feel outraged by the institution of criminal proceedings against them.

"The offense is usually not one involving moral turpitude," the Committee concluded. "The indictment process is sometimes extremely unfair to persons who have been forced into a combination in restraint of trade by the necessity of survival in a complex business structure."

Absence of moral turpitude in most violations of the anti-trust laws is candidly admitted by Assistant Attorney General Arnold.

"Violation of anti-trust laws by great industrial leaders," said Mr. Arnold in June, 1938, "does not usually fall in that class of offenses which involve moral turpitude. It is more like passing through a traffic light at high speed without the intention of harming anyone.

"Anti-trust violations are not like murder and kidnapping. To treat them the same because they are both crimes is like applying the same remedy to cancer and cholera because they are both diseases."

"The criminal indictment is a clumsy instrument because it makes an economic offense appear as a moral one," he said in May, 1939.

"One frequently finds business men in an industry," continued Mr. Arnold, "who are unable to survive without following established practices which are in violation of the law."

Laws' Limits Are Vague

Difficulty of ascertaining what the anti-trust laws actually prohibit is freely conceded by Assistant Attorney General Arnold.

"Definiteness and precision in this area have been impossible even for the courts," said Mr. Arnold in April, 1938. "Business men have always found difficulty in determining the policy of the Department of Justice."

"Application of the various anti-trust acts today is not as clear as it should be," said Mr. Arnold in August, 1938.

"In scarcely any of our present industrial situations is the application of law clear," said Mr. Arnold in September, 1938.

These conditions are intensified by recent events.

Price policies, price differentials and price structures which heretofore have generally been regarded as fair are today sharply challenged by interpretations of the Robinson-Patman Act laid down in recent decisions of the Federal Trade Commission and the

This Elephant **Doesn't Forget**

For a long time, this elephant has been helping to sell TETLEY TEA.

The "U-S" organization has repeatedly pictured him for counter, window, and floor duty. Because of his power to sell, he is presented with enthusiasm by TETLEY salesmen, and given a royal welcome by chain stores, independents, and "super-markets." He never forgets his duty—he sells anywhere.

Perhaps we can develop or adapt a "trade figure"—in the form of a display or floor merchandiser—to do selling duty for your products at the point-of-sale.



The **UNITED**
U.S. STATES PRINTING & LITHOGRAPH COMPANY
AND DIVISIONS

- ★ AMERICAN LITHOGRAPHIC DIVISION
- ★ ATLANTIC LITHOGRAPHIC & PRINTING DIVISION
- ★ DONALDSON LITHOGRAPHING DIVISION
- ★ ERIE LITHOGRAPHING & PRINTING DIVISION
- ★ PALMER ADVERTISING SERVICE DIVISION

Selling *the* Family



EVERYONE in the family holds an office in the home—so when you call, you must see them *all*—and *sell* them all—or you *might* wind up behind the eight ball. That's why a smart suitor times his call to catch them *all*—why he *stays* home and gives everyone "the business"—and why *we* do the same—to *clinch* their business—for our advertisers.

Selling Mother and her darling daughter is ducksoup for *us*—'cause we *understand* women—and, before you give the old Bronx cheer—remember—*one woman every minute* calls or writes us *every day*—during working hours.

Why? Maybe it's because they like our *features*—and we have 22 of 'em—*exclusively* for women!

We're aces with Dad, too—for we give *him* 11 features on Business and Real Estate—6 on Politics and News—and 16 on Sports!

We also know what *kids* like—and we give 'em the *works*—actually 40 topnotch comics—8 games and contests—8 features on Movies and Hollywood!

Add 3 features on Bridge and Stamps—3 on Music and Art—3 on Radio—2 on Fiction and Reviews—2 on Gardening—26 on miscellaneous—like Ripley and Winchell—and you get an eye-popping total of 150 *special features*—in *addition* to foremost news and fearless editorials!

No wonder we're selling the *family*! No wonder we assure *full* readership—that means *full value* in advertising!

Selling the Family FOR DEPARTMENT STORES

Media Records 1939 Yearbook reveals that, in the Pittsburgh daily and Sunday field (3 papers) the Sun-Telegraph carried 36%, or . . .

4,448,768 LINES

of Department Store Advertising

"Something Has Happened in Pittsburgh"

Pittsburgh Sun-Telegraph

REPRESENTED NATIONALLY BY THE RODNEY E. BOONE ORGANIZATION

PITTSBURGH • NEW YORK • CHICAGO • DETROIT • PHILADELPHIA • BOSTON • SAN FRANCISCO • LOS ANGELES • BALTIMORE • SEATTLE

ADVERTISING IS THE CONSUMER'S GUARANTEE OF MERIT

various Circuit Courts of Appeals.

Indictment, criminal prosecution, fine and imprisonment are penalties which may at the Attorney General's option be invoked under Section 3 of the Robinson-Patman Act.

Since last September the first line shock troops in the Government's attack on sudden raises in prices have been the Attorney General's Anti-Trust Division.

This Division has quadrupled its staff since 1937, and recently it announced that while price raises have occurred in certain industries where there have been no investigations and prosecutions, low prices have continued in a number of industries where there have been investigations and prosecutions.

Must Justify Price Raises

Unless an industry wants to invite Grand Jury investigations and criminal prosecutions, it must take care that in the present emergency its price raises do not go beyond the justification afforded by its factual data.

Factual data that are complete, up-to-date and capable of meeting the most rigorous economic and legal scrutiny ought to be in hand and at all times available to an industry before it indulges in any price raises in this emergency.

What are, and what are not, economic and legal factual data which will be convincing to the Anti-Trust Division are questions which the Division has recently stated must be answered differently in different industries.

Materials and standards for answering these questions may be discerned by those who take the trouble to study and comprehend the viewpoint of the present Anti-Trust Division, and to this subject those who are responsible for directing the course of American business should devote their best attention throughout the present emergency.

Last month the Supreme Court condemned as "price-fixing" and therefore outside the "rule of reason" and unlawful every form of concerted action among business men having the purpose and effect of "raising, depressing, fixing, pegging or stabilizing the price of a commodity," even though such concerted action had been acquiesced in and informally urged by various Government officials, and was undertaken to remove a harmful or destructive industrial condition, and comprised no agreement or understanding about prices, but left everybody free to compete on prices.

"Elimination of so-called competi-

tive evils is no legal justification," said the Supreme Court.

"Fairer competitive prices, it is claimed, resulted," continued the Supreme Court. "But such defense is typical of the protestations usually made in price-fixing cases. Ruinous competition, financial disaster, evils of price-cutting and the like appear throughout our history as ostensible justifications for price-fixing. . . . Any combination which tampers with price structures is engaged in an unlawful activity. Even though the members of the price-fixing group were in no position to control the market, to the extent that they raised, lowered, or stabilized prices they would be directly interfering with the free play of market forces.

"Though employees of the Government," the Supreme Court continued, "may have known of those programs and winked at them or tacitly approved them, no immunity would have thereby been obtained. . . . Otherwise national policy on such grave and important issues as this would be determined not by Congress nor by those to whom Congress had delegated authority, but by virtual volunteers."

Will Cooperation Be Allowed?

Almost any cooperative effort among business men may to some extent and in some degree have the purpose and effect of "raising, depressing, fixing, pegging or stabilizing the price of a commodity," and therefore some interesting questions are here presented.

Can business men safely cooperate with one another in trade association activities, industrial self-regulations and business practice codes, which heretofore have been assumed to be within the "rule of reason," when such activities, regulations and codes to some extent and in some degree may have the purpose and effect of "raising, depressing, fixing, pegging or stabilizing the price of a commodity"?

Can business men safely join with one another in selling agency contracts, patent license agreements and other contractual arrangements, which heretofore have been assumed to be within the "rule of reason," when such contracts, agreements and arrangements to some extent and in some degree may have the purpose and effect of "raising, depressing, fixing, pegging or stabilizing the price of a commodity"?

Can business men, in advance of obtaining express immunity from Congress, safely cooperate with one another under national defense programs now being pushed by the National De-

fense Council and Advisory Commission, when such cooperation to some extent and in some degree may have the purpose and effect of "raising, depressing, fixing, pegging or stabilizing the price of a commodity"?

Can business men, in advance of obtaining express immunity from Congress, safely cooperate with one another in programs for price reduction or stabilization which are now being urged by the Attorney General's Anti-Trust Division, when such cooperation to some extent and in some degree may have the purpose and effect of "raising, depressing, fixing, pegging or stabilizing the price of a commodity"?

No More "Rule of Reason"

Business men and Government officials have for years depended upon the "rule of reason" for the functioning of innumerable essential business and governmental relationships, but this is now curtailed by the Supreme Court's ruling that "Congress has not left with us any such choice."

Without the "rule of reason" or some other form of flexibility, the Sherman Act as now interpreted by the Supreme Court spells economic chaos for many industries which are essential today in the American economy.

This seems to be sensed by the Supreme Court, for last month in two decisions the Court coupled its rejection of judicial flexibility under the "rule of reason" with its endorsement of administrative flexibility under statutes in which Congress has provided for lifting "the ban of the Sherman Act" after "scrutiny and approval of designated public representatives."

Coming from the Supreme Court, this endorsement will undoubtedly inspire legislative proposals for lifting "the ban of the Sherman Act" in particular cases after "scrutiny and approval" by some specially appointed administrative agency, or some specially empowered executive official, or some other "designated public representative."

EDITOR'S NOTE: Current activities of the Department of Justice, and recent decisions of the Supreme Court, make it fairly certain that most corporations and trade associations will feel the impact of changes in the enforcement and interpretation of the Sherman Act. Any move which changes price policies and price levels upsets any equilibrium which now exists between industries and between competitors in a given industry. Because the subject is so important to marketing men, the editors of SM are planning a series of comprehensive articles on the subject, to be developed in collaboration with Mr. Montague.

New Products and Markets

[From technical journals, bankers, company reports and other sources come these items that spell OPPORTUNITY]

Many have visualized the airplane as ultimately replacing the automobile as the common vehicle of transportation in the American home, and the business drive for "a plane in every family" may not be as far off as some think. In this connection, note that a helicopter which can take off and land easily in the average American back yard has been developed in the Vought-Sikorsky Division of United Aircraft Corp. It is powered by a 75-horsepower flivverplane motor, can hover motionless and move easily in any direction—sideways, forward or backward.

* * *

According to John H. Gellert, plant manager of American Casting Service, Watertown, Wis., a new process has been perfected by which processed charcoal as a substitute for coke could be produced from wood waste, sawdust, tree tops and stumps, of which the Northwestern United States has perhaps 50,000,000 tons a year.

* * *

The lumber industry may be facing the most revolutionary invention in years—a scissors machine for "biting" through fairly large trees. The product, operating two large blades, is used with a tractor, and is said to do the equivalent work of 200 woodchoppers.

* * *

Coin-operated movies for restaurants and waiting rooms are expected to spread fast throughout the country, since at least 12 companies are preparing to introduce them. Two companies, Phonovision Corp. of America and Movietrola Corp. recently exhibited their machines, which show newsreels, playlets, etc.

* * *

Radically new for landscape gardening and agriculture is a glass wool which prevents soil erosion and speeds plant growth. Not only do they fortify steep banks, but the glass fibers may be made from invigorating minerals at first protecting the plant and later being absorbed by it. Patent is assigned to Owens-Corning Fiberglas Corp.

* * *

A new, low-priced, healthful drink is apple-milk, invented by scientists of the Virginia Polytechnic Institute. Skim milk is mixed with a form of apple pulp, and the product is reported

to cost (including packaging) around a cent a pound.

* * *

One of the commonest mistakes in automobile driving — inadvertently leaving on the emergency brake—may be corrected by Ellery Co.'s (Akron, Ohio) new brake alarm.

* * *

Orange farmers may find a way around the annually expensive frost bugaboo through a new variety of

navel orange tree having a ripening period from April to September in contrast to the current December to May season. The new tree will also lengthen the orange season. Armstrong Nurseries, Ontario, Calif., has been assigned the patent.

* * *

The equivalent of north daylight at any time, long an experimental objective in the lighting industry, is said to be found in the Analyte, a new color-matching lamp developed by Color Analysts, Inc., Bloomfield, N. J. The objective is reported achieved by a combination of tubular incandescent and gaseous-discharge lamps.

* * *

A further stride in increasing America's independence in metals has been

KEEP ON FIGHTING

"5th Columns,"

MR. HOOVER!

WE'RE WITH YOU

... ONE MILLION STRONG!

For 20 years one million men... members of The American Legion... have fought treachery to the American Way and alien "5th Columns" wherever they exist... fought them tirelessly, day and night, giving freely of their own time and their own money!

For it is true that Legionnaires join the Legion to WORK!

And the thoughts they think, the ideals they uphold, the precious heritage of democratic opportunity in private enterprise, are all admirably expounded and preached through the pages of their own magazine... *The American Legion Magazine*.

To advertisers this combination of *one million prosperous and closely knit men, and the magazine they read first... line by line... cover to cover... offers a waiting market unique and vital.

The American LEGION MAGAZINE

*Circulation, June, 1940 Issue, 1,023,820

Offices: NEW YORK, CHICAGO, ATLANTA, LOS ANGELES

made in Vanadium Corp.'s newly discovered group of alloys called "Grainal." These alloys, containing vanadium, titanium and aluminum, can be made from ores mined in the United States.

* * *

Large-screen television is in active preparation and is expected to be introduced by Radio Corp. of America this Summer. Equipment for reception on 9-by-12-foot screens will be installed in movie theaters.

* * *

The South hopes to be eaten into prosperity through the invention of a Dallas chef (Prosper A. Ingels)—cotton ice cream. Fundamentally, this product is similar to orthodox ice cream, difference being that its base is

cottonseed meal and it contains cottonseed oil instead of butterfat.

* * *

Fireproof glass fiber awnings—non-rotting and non-mildewing—are one of Owens-Corning Fiberglas Corp.'s latest products. Neckties, and lampshades are some other products made with glass fiber.

* * *

The Box Shop, Inc., of New Haven, has a new transparent package made of tough, rigid Monsanto Vucapak plastic which permits viewing the product and advertising messages inside the package. For the cigarette industry the "Vucapak Cigarette Case" has been devised.

* * *

Maintenance of weedless areas will

be made easier by du Pont's new weed killer. It has a base of ammonium sulfamate, is non-poisonous and non-inflammable.

* * *

A fellowship is being subsidized by the Glenn L. Martin Co. at the Mellon Institute, Pittsburgh, for the purpose of developing light structural plastics and molding processes for aircraft fabrication.

* * *

Still further broadening of the fast-growing use of plywood is expected from Speedwall Co.'s (Seattle) new Jumbo Panel which comes in sizes up to 8 by 20 feet, making possible large room walls or other sections without crack or joint.

* * *

Pittsburgh Plate Glass Co.'s Herculite is said to have four times the strength of ordinary plate glass and is unusually flexible. It is expected to have extensive application in portholes of ships, theater and office building doors, floorings, tabletops, fireplace screens, etc.

* * *

The nothing-to-throw-away theme in merchandising finds a new wrinkle in Continental Fruit Co.'s (Chicago) new Fruitainer, which contains jellies, marmalades, etc., and itself is edible since its entire shell is made of a candied orange or grapefruit.

* * *

A specially designed addressing machine has been developed by the Burroughs Adding Machine Co. providing maximum efficiency on work where a limited number of repeat mailings to the same names does not warrant the use of plates or stencils.

* * *

The war economy has resulted in Italian invention of a midget car which it is claimed gets 165 miles to a gallon of gas, and when it runs out of gas can go for seven more hours on an emergency battery. For a real emergency, moreover, the car has foot pedals.

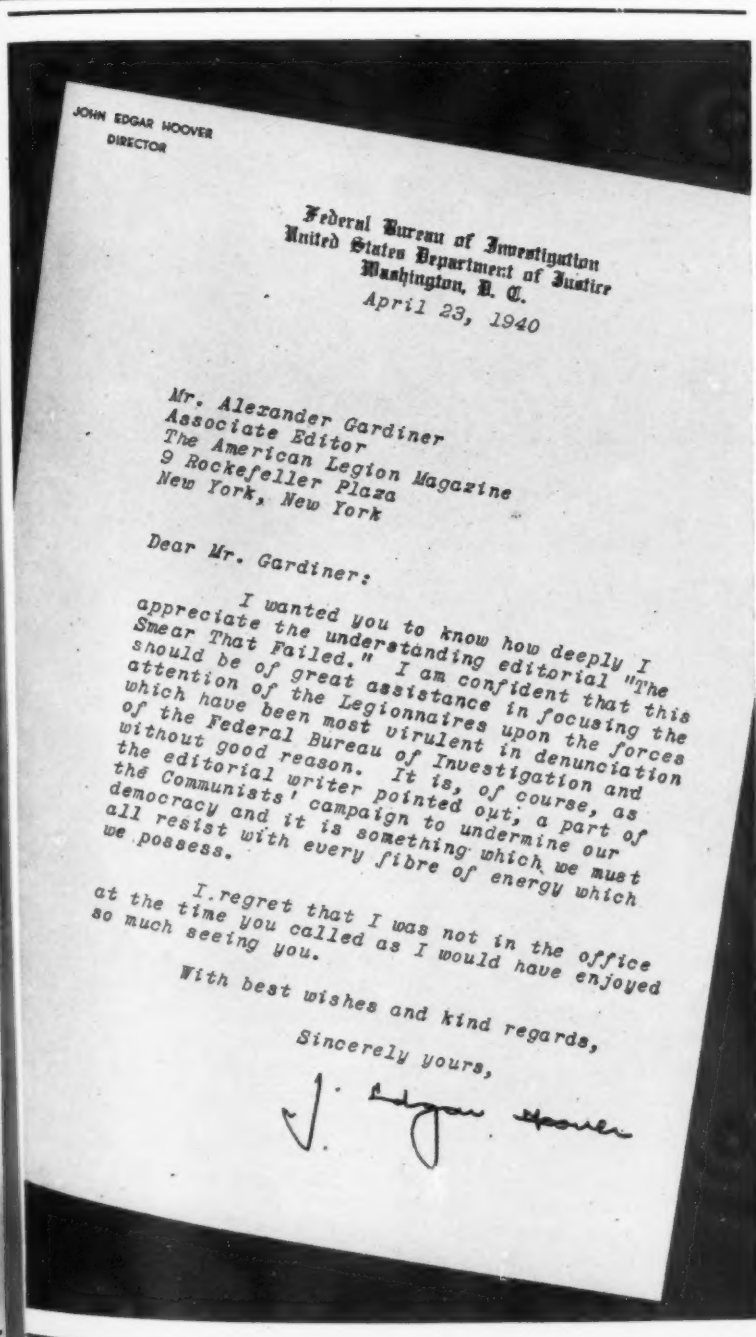
* * *

New markets may be developed as a result of the important experiments of Dr. Henry S. Simms, of the College of Physicians & Surgeons, Columbia University, along lines of prolonging the life span.

* * *

Among new mineral products adding to the wealth of the state of Utah is Gilsonite, a black, dried oil ore, used in the manufacture of products such as paints, roofing materials, phonograph records and road materials.

PETER B. B. ANDREWS



Film Tells How Bank Loans to Farmers Rebuilt a Community

The *Southern Agriculturist* is sponsoring this remarkable dramatization, in color, of the way in which a small town banker made prosperous citizens out of one-crop, poverty-ridden farmers.

THE *Southern Agriculturist*, of Nashville, Tenn., circulation approximately 954,000, brought a remarkable story to the North late in May. It came in the form of a full-color motion picture film, with sound, entitled "Four Pillars of Income." It told how C. W. (Bill) Bailey, president of the First National Bank, of Clarksville, Tenn., with the cooperation of leading business men and farmers of the community had worked to bring a new kind of prosperity to the countryside.

It is a story of how a bank, having faith in its people, accomplished some amazing things with the use of money at a time when many banks throughout the nation were hugging their cash and suffering fears. The loans of the First National Bank, of Clarksville, in recent years have run like this:

Year	Number of Loans
1934	4,915
1935	6,005
1936	7,103
1937	8,500
1938	9,345
1939	12,934

Loans on Character

These loans represent a replacement of income from \$1,000,000 formerly invested in U. S. government bonds. The bank charges only 6% per annum, discount rate, and rebates a part of that on loans repaid within the limit. Between 50 and 60% of these loans are "name" loans. That means that they are, in effect, character loans.

The story of the rebuilding of agriculture in the Clarksville area was told in the *Southern Agriculturist* in its June issue. A story of it, built from the banker's viewpoint, appeared recently in the magazine, *Banking*. The *American Magazine* will tell it again in an early issue. The Tennessee Coal, Iron & Railroad Co. has thought so well of it that it has used the story in paid advertising display. Originally the First National Bank made the film with the sole idea of showing it to farmers in its own community to further persuade them that they could

profit more by extending the program.

The *Southern Agriculturist*, discovering the work and the film, borrowed it and brought it north. It was shown to a selected group in Chicago on May 22 and to another in Detroit on May 23. B. Kirk Rankin, Jr., publisher of the *Southern Agriculturist*, and W. D. Meacham, an officer of the bank, accompanied it. The story it tells is how a bank, through education and loans, helped a one-crop, tobacco growing countryside make itself over through the introduction of farm crops, sheep and cattle, hogs and poultry. It tells how neglected fields became rich in wheat and clovers.

The Banker and the Bulls

The story of Banker Bill Bailey's discovery of wealth in his own back yard begins back in 1918. Oddly enough, it started with a card file of the names of farmers who, he thought, could be entrusted with loans. Evolution came slow at first. The real start began in 1935 when the bank purchased 50 pure bred Hereford bulls. These were placed on farms in the surrounding country. All a farmer had to do to get one was to promise to keep it two years and to let it stand service for his neighbors' cows. The bank retained title in the bull. Later the bank, to invigorate the herds more, bought Hereford cows and calves in Texas and sold them to farmers on the same terms.

Then, in 1937, the bank sponsored a tour that carried 63 farmers to the bluegrass country around Lexington, Ky., where lies one of the finest sheep raising districts in the world. After the tour the bank brought 500 Montana crossbred ewes to Clarksville and placed them among farmers. The results were so happy that the next year 1,700 more yearling ewes were brought in, and last year 750 more.

The local Chamber of Commerce early took hold of the idea, farm agents threw their hats into the ring, and 4-H club boys got enthusiastic. Cow-and-calf projects were organized. Business men backed the whole

scheme. Year before last the first Cumberland Beef Cattle Show was held and attracted 150 entries to the Clarksville stockyards.

The farmers had their lesson impressed upon them when disease struck the tobacco fields in 1938. Then many of them realized that the "Four Pillars of Income" plan had saved their farms and their homes.

The film, made without the use of professionals, takes the watcher to scores of prosperous farms. It has been shown in more than 50 rural school houses in the country surrounding Clarksville. As many as 600 persons have attended a single showing. In the film they see familiar scenes—the more prosperous farmers of their communities—their cattle, their sheep, their hogs and poultry and their fields standing rich in wheat and clover beside full barns.

Few Sour Notes

The moral it tells is that they, if they will try, can go and do likewise. Their bank is there to help them. The bank makes no inspection. If they have sufficient character, in the minds of the bank's officers, their names are in that card file. The suggestion is that it is well worth while to build a good name and earn the confidence of the bank. Amazingly few loans, Mr. Meacham commented, turn sour.

The beneficial effect upon the retail business in and around Clarksville has been tremendous. Sheep and cattle require fences. Wheat and hay crops mean the purchase of farm machinery. Electrification projects have been started in the rural districts. These mean power equipment, refrigerators and other labor-saving devices and gadgets. With money, the farmers have been building new barns and houses. They have purchased quantities of paint. The boys and girls are thinking more of schools, especially agricultural schools.

Here is the seed of something that well might spread throughout the nation. The thrill of the picture is that it was started by a small-city banker who thought, probably, somewhat better than he realized. The *Southern Agriculturist* discovered the achievement and is spreading the story over a wide front.

After viewing the film it is the opinion of SM that every farm paper editor in the nation should see it, every country banker and every backward farmer. Perhaps everyone ought to see it. For constructive human interest it makes a piker of most Hollywood productions.



THE NEW *Dictaphone Cameo*

TRIM AS A YACHT . . . TO SMOOTH THE COURSE OF YOUR BUSINESS DAY



Everywhere the new Dictaphone Cameo is exciting favorable comment. Such compactness . . . such flowing symmetry. It's an easy-to-look-at, easy-to-use masterpiece of design.

No sooner does an idea take shape than this modern dictating machine records it for immediate transcription. Your memos, notes and letters are on file and alibi-proof. They get *action*!

LET YOUR SECRETARY TRY THE NEW DICTAPHONE CAMEO TRANSCRIBING MACHINE—worthy partner of this modern dictating machine. Smoothly satisfying is the work these machines do, in an atmosphere of dignity and efficiency.

They bring you quick release from needless confusion.

Try the new Dictaphone Cameo Dictating and Transcribing Machines at *our* expense . . . without any obligation to you. Simply fill in the coupon below . . . mail it today!

DICTAPHONE CORPORATION, 420 Lexington Avenue, New York City SM-6
In Canada—Dictaphone Corporation, Ltd., 86 Richmond Street, West, Toronto

☐ Send me the Progress Portfolio describing the new Dictaphone Cameo Dictating and Transcribing Machines.

☐ I should like to see and try the new Dictaphone Cameo without obligation.

Name

Company

Address

The word DICTAPHONE is the Registered Trade-Mark of Dictaphone Corporation, Makers of Dictating Machines and Accessories to which said Trade-Mark is Applied.

"Highbrow" Radio Program Does Double Job for California Utility

Pacific Gas & Electric Co. wanted to build good will for itself as an institution and to foster demand for gas, electricity and appliances. An experimental two-hour air concert, with commercials held to a minimum, clicked solidly. It's permanent now.

IN ADVERTISING, as in other fields, sometimes the most significant discoveries are made by accident. In a sense, this was the experience of the Pacific Gas & Electric Co., which serves Northern California with natural gas and electricity.

Very tentatively and with little confidence that it would do much for it, this company a short time ago started to sponsor a two-hour program of classical music every evening over station KYA, San Francisco. It took over the program, known as "The Evening Concert," which had become familiar to radio listeners as a sustaining program, on a 13-week experimental basis.

The immediate enthusiasm of the response actually startled the sponsor. It was deluged with hundreds of letters of appreciation. Programs of the concerts which had to be called for at the offices of the utility in various cities had to be doubled in quantity, so heavy was the demand. At the end of the test period, P G & E hastened to sign up for the whole of 1940, and at this writing it is still thoroughly satisfied with what the program is doing for it.

Sell by Indirection

A utility such as P G & E has to sell itself and its products. Because of widespread agitation in favor of public ownership of utilities, the first of these is a major consideration, but all big business labors under this necessity to gain good will at the same time that it is selling its wares. Its approach has been to promote its own interests by promoting the business of related or subsidiary or affiliated enterprises, primarily, of course, the sale of all manner of gas and electric goods and appliances. The company realizes that every such appliance that is purchased increases the demand for its own products. Most of its advertising, therefore, is indirect rather than direct, and the radio program is no exception.

Known as the "P G & E Evening Concert," it is broadcast every evening from 8 to 10 p.m. over Station KYA, which reaches the bulk of the popula-

tion served by the company. The programs are planned exactly like a symphony series, with a "guest artist" featured on each evening's program. The music is, of course, recorded. The musical standards are high, with a good balance being struck between traditional and more modern music, and occasional offerings of ultra-modern.

What has brought forth the loudest praise from the most listeners is that during the entire two-hour broadcast only three commercials are interjected, and these are very brief. Realizing that on a cultural program frequent repetition of commercials, or commercials that jar the listener, are apt to be resented, the company has bent all its ingenuity to have the advertising in as good taste as possible.

Depending on the season and time



Bars and package stores are supplied this point-of-sale display by Carstairs Bros. Distilling Co., New York, with the hope that customers will start singing "The Bird in a Gilded Cage." In stores the sign says, "Take this bird home." An invisible wire keeps the bottle upright.

of year, the commercials draw attention to (1) adequate and esthetic lighting as an aid to more cultured living; (2) safe, inexpensive, effortless heating to promote comfort in the home; (3) modern appliances in the kitchen and throughout the house; (4) the hot water heater's contribution to civilization; (5) refrigeration, etc. All of these one- or two-minute commercials are so carefully worded as to fit in with the listener's enjoyment of the modern aids to cultural living that he is fortunate enough to possess; or to awaken subtly his desire to have more of them.

Because those who sit at home in the evenings listening to good music are likely to be people who appreciate the advantages of a convenient home life, there is no discrepancy between P G & E's messages and the mood in which the listener finds himself. Undoubtedly this accounts for much of the success of the concert program in winning public approval, and the amount of good will it is generating for the company.

"Commercials" Don't Jolt

Commercial announcements in the broadcasts follow the regular sales programs being conducted by the company's sales department. A campaign of some kind is always under way. The current one is the automatic gas hot water heater promotion. During the warmer months, the electric range will be featured. In mid-Summer, installation of heating equipment at a discount will be the theme.

Al Joy, advertising manager for P G & E, says: "After the enthusiastic interest evinced by the public, we are thoroughly sold on this type of radio program as a supplementary form of advertising to our newspaper, magazine, billboard, dealer display, sticker, and other media. All indications are that this interest, increasing tremendously, was not just a flash-in-the-pan.

"When we first went on the air with our concert, we had 5,000 programs printed for distribution to listeners. We did not offer to mail these programs, but invited listeners to ask for them at our San Francisco and Bay area offices. To our surprise, the entire printing of 5,000 copies was exhausted in a short time and subsequent programs were printed in quantities of five, six, seven, eight, and finally 9,000 copies. The May program of 9,000 copies was exhausted eight days after issue and it will be necessary to print 10,000 of the next program. When that many persons take the trouble to

(Continued on page 55)



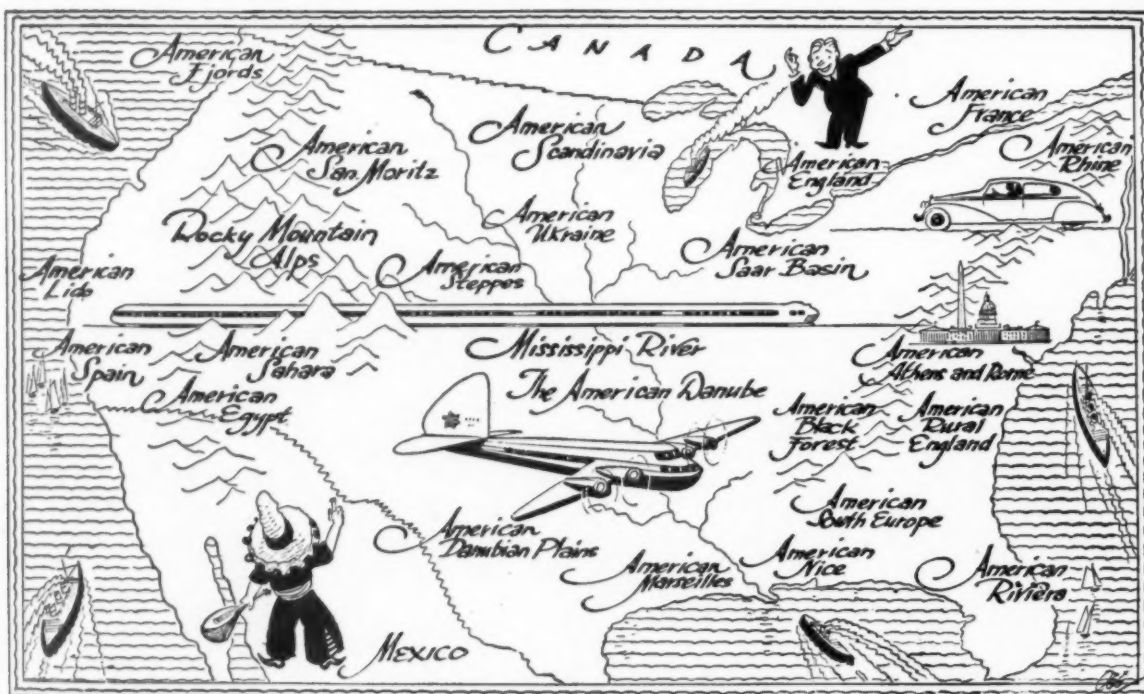
There's better pickin's for you at these 15 VITAL SPOTS!

For results... for reaching homes with buying power... put your campaign on these 15 vital stations completely programmed by NBC. Their current spot and local business is breaking all records. April 1940 was 36% over April 1939. The first four months of 1940 soared 34% over the same period last year. Use one, use all, and you'll see the proof in profits for yourself. For these are the vital spots—the spots that reach the people who buy.

NATIONAL BROADCASTING COMPANY
A Radio Corporation of America Service

WBZ	50,000 Watts—990 kc.	{ Boston Springfield
WBZA	1,000 Watts—990 kc.	
WENR	50,000 Watts—870 kc.	Chicago
WMAQ	50,000 Watts—670 kc.	Chicago
WTAM	50,000 Watts—1070 kc.	Cleveland
KOA	50,000 Watts—830 kc.	Denver
WEAF	50,000 Watts—660 kc.	New York
WJZ	50,000 Watts—760 kc.	New York
KYW	10,000 Watts—1020 kc.	Philadelphia
KDKA	50,000 Watts—980 kc.	Pittsburgh
KGO	7,500 Watts—790 kc.	San Francisco
KPO	50,000 Watts—680 kc.	San Francisco
WGY	50,000 Watts—790 kc.	Schenectady
*WMAL	500-250 Watts—630 kc.	Washington
*WRC	5,000-1,000 W.—950 kc.	Washington

The NBC Spot Specialist in any of these cities (also Detroit and Hollywood) will give you full information on any or all stations.
*WMAL and WRC will soon be operating with 5,000 watts day and night.



All the scenic beauties of war-torn Europe have their counterparts here—to which one might truthfully add, and then some. Here *Barron's* shows those European spots transplanted into the American scene. Among the several reasons for expecting 1940 to be the biggest year on record for domestic travel is the fact that wars abroad make it necessary to "See America First."

Six Billion Dollar Travel Budget Creates Unique Marketing Problem

1940 will be America's biggest domestic travel year, with nine cents out of every dollar of income being spent for recreational travel. Where the people go and how much they spend are told here in text, tables and Pictographs.

IT used to be said of wise advertisers that they advertised to people where they *live*. Today that dictum has to be amended to read, "Advertise to people where they live and where they *are*," for papa and mamma and the children live at home only part of the year.

Forty-hour and five-day weeks, vacations with pay for all types of workers, plus better roads, more and better cars, improved and cheaper transportation facilities of all kinds, the war in Europe, have combined to increase domestic vacation travel and to spread it out more evenly throughout the year and throughout the states.

Today the average American spends nine cents out of every dollar on recreational travel.

The retail value of the tourist business in 1939 was \$5,808,821,000, or

8.6% of the nation's total income.

This means \$47 per capita, or nearly one dollar a week. It's big business. In California tourist dollars are second only to oil dollars, and they exceed agricultural dollars by a ratio of 541 to 500. In Michigan, state authorities claim that tourist revenue is second in volume only to that of Michigan manufacturing.

In hundreds of communities prosperity is wholly dependent on the tourist trade, and "good times" for entire states are tied up with the resort business. It is New England's fastest-growing industry. It is the big "cash crop" of vast regions. There's a saying that the tourist crop is worth all the rice in Louisiana and all the spuds in Maine. The tourist trade enables 18% of all Minnesota farmers to sell some of their produce during

the Summer direct to tourists. Of all Minnesota retailers queried, 73% reported their business increased during the tourist season.

In this issue *SALES MANAGEMENT* presents through text and illustrations, including the complete four-page section of Marketing Pictographs, a comprehensive state picture of the tourist dollar—where it is spent, how much, the relative importance of the tourist dollar to the total income, et cetera.

The value of the 1940 tourist dollar may run as high as \$6,680,000,000, or a 15% increase over 1939. The South this Winter and Spring had an increase even greater than that, but since the full effect of the war abroad is still to be measured in terms of our economic well-being this year, it seems best to be cautious and to set the 1940 recreational tourist dollar at somewhere between 5¾ and 6¾ billions of dollars.

All tourist records for Florida, the Gulf Coast, the Southwest and Southern California and Hawaii were broken this Winter. And just try to get passage on an Alaskan boat this Summer!

(Continued on page 51)

Marketing

PICTOGRAPHS

Planned by Philip Salisbury,
Executive Editor, and designed
by The Chartmakers, Inc.

HOW THE STATES DIVIDED THE 1939 TRAVEL DOLLAR

Last year's retail expenditures for recreational travel amounted to \$5,808,821,000 or nearly 9 cents out of every dollar of national income. A gain of 15% is expected in 1940. Here is how the travel dollars were divided by states, the figures covering the total amount spent in the state by residents and non-residents combined.

Source: United States Travel Bureau

PICTOGRAPH BY
Salis Management

THOUSANDS OF DOLLARS



THOUSANDS OF DOLLARS

WHAT IS THIS "MIDDLE CLASS" MARKET



BUSINESS AND PROFESSIONAL



"MIDDLE CLASS" FAMILIES
Wage Earners and Clerical Workers



FARMERS

The "Middle Class" Market consists of over 15 million families in which the principal income is derived from either wage earner or clerical occupations. This group receives over 40% of the total national income and exceeds all other groups in the consumption of foods and durable (household) goods.

Our incomes during the past decade have been so completely reshuffled, it is no longer possible to parallel specific income groups with types of advertising media. In reanalyzing the markets reached by leading magazines, it was discovered that screen and romance type magazines concentrated their circulations among "middle class" homes. These magazines attract this particular type of reader regardless of income and, by the same token, other types of magazines fail to reach this important market to any great extent.

THE MIDDLE CLASS MARKET DOMINATES ALL INCOME LEVELS



INCOME OF \$2000 AND OVER (5 OUT OF 10 ARE "MIDDLE CLASS" FAMILIES)



INCOME OF \$1000 TO \$2000 (6 OUT OF 10 ARE "MIDDLE CLASS" FAMILIES)



INCOME UNDER \$1000 (5 OUT OF 10 ARE "MIDDLE CLASS" FAMILIES)

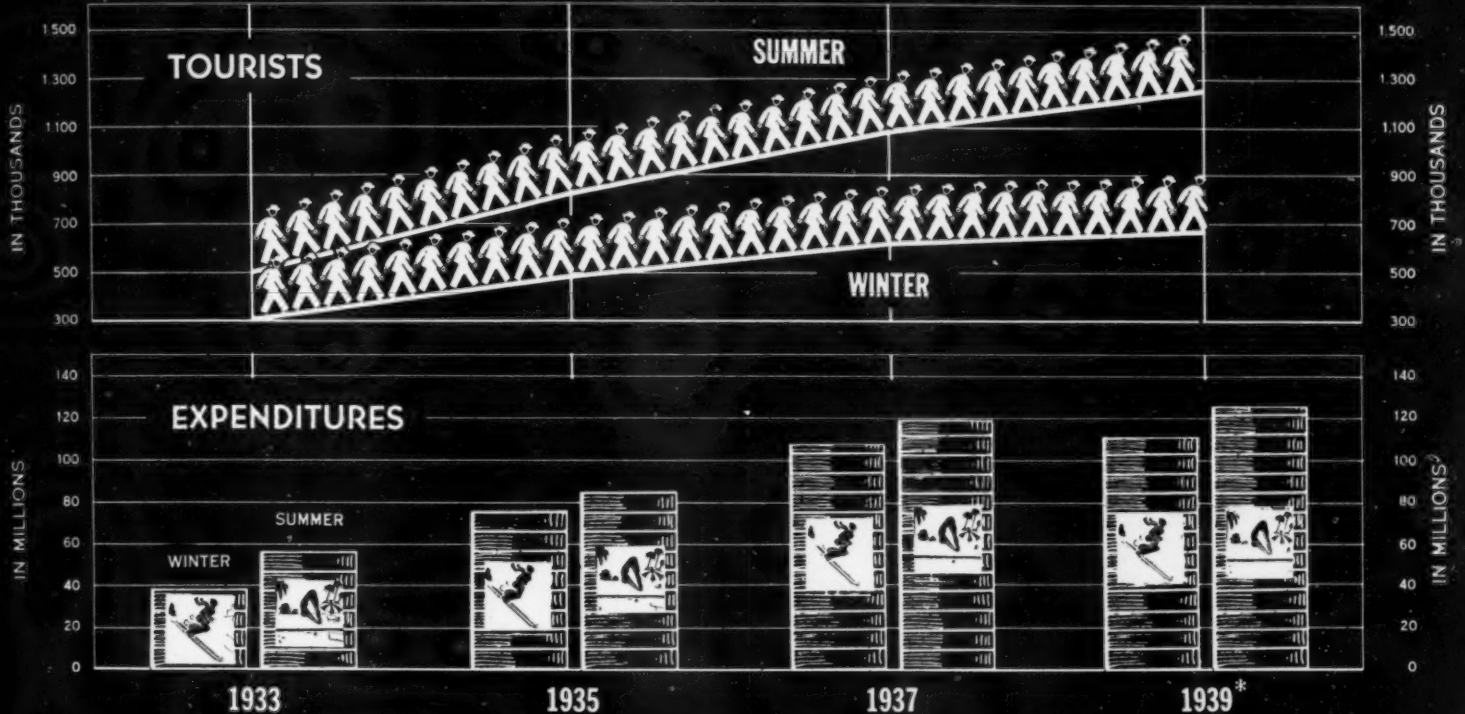
The three leading screen and romance magazines making up the Modern Group offer you a vital entrée into this mighty "Middle Class" Market. More than any other group, national advertisers are using Modern Magazines to sell the middle classes of America. Check today and see that your product is exposed to this active mass of buyers. MODERN MAGAZINES (Modern Screen — Screen Romances — Modern Romances), 149 Madison Avenue, New York City.

TRAVEL HABITS HAVE CHANGED

It used to be that a place was a Summer resort - or it was a Winter resort. Today the Northern Summer resorts feature snow sports in the Winter, while Southern resorts develop new Summer attractions. For example, many people continue to think of Southern California only as a Winter resort, but cold figures prove that there are more Summer visitors, and that they spend more money.

TOURISTS IN SOUTHERN CALIFORNIA

PICTOGRAPH BY
Sales Management



Source: All Year Club of Southern California

*Estimated by Sales Management

IMPORTANCE OF RECREATIONAL TRAVEL TO EACH STATE

How the travel income compares with total income, in percentage

PICTOGRAPH BY
Sales Management



Sources: Travel expenditures of residents and non-residents combined, estimates of U.S. Travel Bureau; total income from SALES MANAGEMENT Survey of Buying Power

and They Live

They could afford homes in the suburbs or estates in the country—
but they chose to put premium rentals in towers of stone and steel.
They want to be "near the action," part of the two-story, three-
winging, superdramatic night life that is the glamour of New
York. And they want to be "just around the corner" from their
friends—those whose parents are the same.

For these are Manhattanites of the higher rental area—the world's
richest group which works hard or plays because it really can afford to.

For advertisers, all of the New York Times Magazine



To every Advertiser
who faces
THE NEW YORK SELLING PROBLEM
HERE

NO PROBLEM™
HERE IS YOUR MARKET
BY RI

every *Advertiser*
who faces
THE NEW YORK SELLING PROBLEM

HERE IS YOUR MARKET

BLOCK-BY-BLOCK

Block by city block — the
... — the World-
the en-
tern which offers an accurate meas-
ure of this newspaper's readership
... a Pattern which enables any ad-
vertiser to determine the exact pres-
ent which the World-Telegram

City block by city block — the suburbs by towns — the World-Telegram has analyzed the en-

tern which offers an accurate measure of this newspaper's readership... a Pattern which enables any advertiser to determine the exact proportion which the World-Telegram

To every Advertiser
who faces
THE NEW YORK SELLING PROBLEM

here's what research shows in

[illegible]

Travvy Adventurer who faces

THE NEW YORK SELLING-PROBLEM

To every who fears
 "THE NEW YORK SELLING"
Noted Research Organizations
PROVIDED PROOF
World Telegram's Block-by-Block
had no minor sample, that
was useful!
 FEDERAL - MARKET RESEARCH
 1000 HOLMEN-PA

PROVIDE

Nothing one-sided about the World Telegram's Block-by-Block
to 19. And no minor sample, this!

STREET - MAR 31 1900

To every Advertiser
who faces
THE NEW YORK SELLING PROBLEM

proved **99** ^{100%} accurate

There is no more "mystery" to the New York Market. Block-by-block in the City, torn-by-torn in the suburbs, the World-Telegram has microscoped the entire area. And the result is a qualitative analysis of the first complete job of its kind. 99% accurate!

... the first complete job of its kind. 99% accurate!

unpublished communications
World-Telegram readers - were
circulation - were
derived data from

collected as to method
- 1913 - 1914 - 1915 - 1916 - 1917 - 1918 - 1919 - 1920 - 1921 - 1922 - 1923 - 1924 - 1925 - 1926 - 1927 - 1928 - 1929 - 1930 - 1931 - 1932 - 1933 - 1934 - 1935 - 1936 - 1937 - 1938 - 1939 - 1940 - 1941 - 1942 - 1943 - 1944 - 1945 - 1946 - 1947 - 1948 - 1949 - 1950 - 1951 - 1952 - 1953 - 1954 - 1955 - 1956 - 1957 - 1958 - 1959 - 1960 - 1961 - 1962 - 1963 - 1964 - 1965 - 1966 - 1967 - 1968 - 1969 - 1970 - 1971 - 1972 - 1973 - 1974 - 1975 - 1976 - 1977 - 1978 - 1979 - 1980 - 1981 - 1982 - 1983 - 1984 - 1985 - 1986 - 1987 - 1988 - 1989 - 1990 - 1991 - 1992 - 1993 - 1994 - 1995 - 1996 - 1997 - 1998 - 1999 - 2000 - 2001 - 2002 - 2003 - 2004 - 2005 - 2006 - 2007 - 2008 - 2009 - 2010 - 2011 - 2012 - 2013 - 2014 - 2015 - 2016 - 2017 - 2018 - 2019 - 2020 - 2021 - 2022 - 2023 - 2024 - 2025 - 2026 - 2027 - 2028 - 2029 - 2030 - 2031 - 2032 - 2033 - 2034 - 2035 - 2036 - 2037 - 2038 - 2039 - 2040 - 2041 - 2042 - 2043 - 2044 - 2045 - 2046 - 2047 - 2048 - 2049 - 2050 - 2051 - 2052 - 2053 - 2054 - 2055 - 2056 - 2057 - 2058 - 2059 - 2060 - 2061 - 2062 - 2063 - 2064 - 2065 - 2066 - 2067 - 2068 - 2069 - 2070 - 2071 - 2072 - 2073 - 2074 - 2075 - 2076 - 2077 - 2078 - 2079 - 2080 - 2081 - 2082 - 2083 - 2084 - 2085 - 2086 - 2087 - 2088 - 2089 - 2090 - 2091 - 2092 - 2093 - 2094 - 2095 - 2096 - 2097 - 2098 - 2099 - 2100 - 2101 - 2102 - 2103 - 2104 - 2105 - 2106 - 2107 - 2108 - 2109 - 2110 - 2111 - 2112 - 2113 - 2114 - 2115 - 2116 - 2117 - 2118 - 2119 - 2120 - 2121 - 2122 - 2123 - 2124 - 2125 - 2126 - 2127 - 2128 - 2129 - 2130 - 2131 - 2132 - 2133 - 2134 - 2135 - 2136 - 2137 - 2138 - 2139 - 2140 - 2141 - 2142 - 2143 - 2144 - 2145 - 2146 - 2147 - 2148 - 2149 - 2150 - 2151 - 2152 - 2153 - 2154 - 2155 - 2156 - 2157 - 2158 - 2159 - 2160 - 2161 - 2162 - 2163 - 2164 - 2165 - 2166 - 2167 - 2168 - 2169 - 2170 - 2171 - 2172 - 2173 - 2174 - 2175 - 2176 - 2177 - 2178 - 2179 - 2180 - 2181 - 2182 - 2183 - 2184 - 2185 - 2186 - 2187 - 2188 - 2189 - 2190 - 2191 - 2192 - 2193 - 2194 - 2195 - 2196 - 2197 - 2198 - 2199 - 2200 - 2201 - 2202 - 2203 - 2204 - 2205 - 2206 - 2207 - 2208 - 2209 - 2210 - 2211 - 2212 - 2213 - 2214 - 2215 - 2216 - 2217 - 2218 - 2219 - 2220 - 2221 - 2222 - 2223 - 2224 - 2225 - 2226 - 2227 - 2228 - 2229 - 2230 - 2231 - 2232 - 2233 - 2234 - 2235 - 2236 - 2237 - 2238 - 2239 - 2240 - 2241 - 2242 - 2243 - 2244 - 2245 - 2246 - 2247 - 2248 - 2249 - 2250 - 2251 - 2252 - 2253 - 2254 - 2255 - 2256 - 2257 - 2258 - 2259 - 2260 - 2261 - 2262 - 2263 - 2264 - 2265 - 2266 - 2267 - 2268 - 2269 - 2270 - 2271 - 2272 - 2273 - 2274 - 2275 - 2276 - 2277 - 2278 - 2279 - 2280 - 2281 - 2282 - 2283 - 2284 - 2285 - 2286 - 2287 - 2288 - 2289 - 2290 - 2291 - 2292 - 2293 - 2294 - 2295 - 2296 - 2297 - 2298 - 2299 - 2300 - 2301 - 2302 - 2303 - 2304 - 2305 - 2306 - 2307 - 2308 - 2309 - 2310 - 2311 - 2312 - 2313 - 2314 - 2315 - 2316 - 2317 - 2318 - 2319 - 2320 - 2321 - 2322 - 2323 - 2324 - 2325 - 2326 - 2327 - 2328 - 2329 - 2330 - 2331 - 2332 - 2333 - 2334 - 2335 - 2336 - 2337 - 2338 - 2339 - 2340 - 2341 - 2342 - 2343 - 2344 - 2345 - 2346 - 2347 - 2348 - 2349 - 2350 - 2351 - 2352 - 2353 - 2354 - 2355 - 2356 - 2357 - 2358 - 2359 - 2360 - 2361 - 2362 - 2363 - 2364 - 2365 - 2366 - 2367 - 2368 - 2369 - 2370 - 2371 - 2372 - 2373 - 2374 - 2375 - 2376 - 2377 - 2378 - 2379 - 2380 - 2381 - 2382 - 2383 - 2384 - 2385 - 2386 - 2387 - 2388 - 2389 - 2390 - 2391 - 2392 - 2393 - 2394 - 2395 - 2396 - 2397 - 2398 - 2399 - 2400 - 2401 - 2402 - 2403 - 2404 - 2405 - 2406 - 2407 - 2408 - 2409 - 2410 - 2411 - 2412 - 2413 - 2414 - 2415 - 2416 - 2417 - 2418 - 2419 - 2420 - 2421 - 2422 - 2423 - 2424 - 2425 - 2426 - 2427 - 2428 - 2429 - 2430 - 2431 - 2432 - 2433 - 2434 - 2435 - 2436 - 2437 - 2438 - 2439 - 2440 - 2441 - 2442 - 2443 - 2444 - 2445 - 2446 - 2447 - 2448 - 2449 - 2450 - 2451 - 2452 - 2453 - 2454 - 2455 - 2456 - 2457 - 2458 - 2459 - 2460 - 2461 - 2462 - 2463 - 2464 - 2465 - 2466 - 2467 - 2468 - 2469 - 2470 - 2471 - 2472 - 2473 - 2474 - 2475 - 2476 - 2477 - 2478 - 2479 - 2480 - 2481 - 2482 - 2483 - 2484 - 2485 - 2486 - 2487 - 2488 - 2489 - 2490 - 2491 - 2492 - 2493 - 2494 - 2495 - 2496 - 2497 - 2498 - 2499 - 2500 - 2501 - 2502 - 2503 - 2504 - 2505 - 2506 - 2507 - 2508 - 2509 - 2510 - 2511 - 2512 - 2513 - 2514 - 2515 - 2516 - 2517 - 2518 - 2519 - 2520 - 2521 - 2522 - 2523 - 2524 - 2525 - 2526 - 2527 - 2528 - 2529 - 2530 - 2531 - 2532 - 2533 - 2534 - 2535 - 2536 - 2537 - 2538 - 2539 - 2540 - 2541 - 2542 - 2543 - 2544 - 2545 - 2546 - 2547 - 2548 - 2549 - 2550 - 2551 - 2552 - 2553 - 2554 - 2555 - 2556 - 2557 - 2558 - 2559 - 2560 - 2561 - 2562 - 2563 - 2564 - 2565 - 2566 - 2567 - 2568 - 2569 - 2570 - 2571 - 2572 - 2573 - 25

...the first complete job of its kind. (p. 10)

over 100,000 unduplicated communications from NAB. World Telegram readers - 10% of this new paper's circulation - were studied in relation to unpublished data from New York's Real Property Inventory.

To check its own analysis, the World Telegram retained five of the nation's leading statisticians to make a cross-

...personal at-
...er-

To every Advertiser
who faces
"THE NEW YORK SELLING-PROBLEM"

Year after year Advertising comes closer to being "predictable"—because the predetermination of Consumer Response is the continuing target of Research.

This NEWS will Quickens Your Pulse
Today the New York

Today the New York World-Telegram offers advertisers a clear, definitive and integrated picture of its readership: a block-by-block "census" based on 40 per cent of its known readers, located according to street addresses... with World-Telegram findings corroborated by independent carded research companies.

To every Advertiser
who faces
"THE NEW YORK SELLING-PROBLEM"

BLOCK-BY-BLOCK

BY-BLOCK
Microscopes
THE NEW YORK
MARKET !

BLOCK-BY-BLOCK
is Usable!

Advertisers and agency men quickly grasp the significance of the World-Telegram analysis. They term it "... the Market."

The best general index to living standards and economic buy-levels is found in the homes people occupy—the rentals they pay. Here, then, is the major measure for advertisers anywhere. On this, marketing experts agree.

In the New York area the World-Telegram has definite facts and figures on its entire readership, based on its known, located and rental-evaluated reader response . . . founded upon a full 40% cross-section.

Scientifically sound as to method, with results verified by five nationally known research organizations through a series of all-sections checks, the World-Telegram's Block-by-Block Analysis of New York is immediately valuable to anyone interested in selling the New York trading area.

In so complex a market as New York, im-

agine being able to route direct or dealer salesmen so as to cover only those sectors wherein you KNOW your prospects are economically able to buy! Imagine being able to pre-figure your sales potential, whatever your product may be—regardless of price class! Imagine being quickly able to ascertain present product acceptance . . . or expansion possibilities . . . or the replacement market! Imagine the value of knowing beforehand the *advalue* of your prospects—their responsiveness, the economic stratum in which they bracket, as measured by the rentals they pay!

★ ★ ★

Block-by-Block is rapidly gaining national recognition for what it is: an analytical survey which provides advertisers with a KNOWN guide to the economic worth of New York Market families.

VERIFICATION

ROSS-FEDERAL RESEARCH CORP. • FACT FINDERS ASSOCIATES, INC.
MARKET RESEARCH CORP. OF AMERICA • HOOPER-HOLMES BUREAU • DANIEL STARCH

These five leading research organizations verified the World-Telegram's Block-by-Block Analysis through 25,456 completed interviews in various representative areas of the New York Market . . . (an 85.3%

actual census!) In these areas "Block-by-Block" showed a World-Telegram readership of 8,496. The independent research checks showed 8,555 . . . a variation of but 59—an accuracy factor of 99 31-100%!

BETTER THAN

1 OUT OF 3

New York City families paying \$100 or more per month rent

READ THE WORLD-TELEGRAM



New York World-Telegram

A SCRIPPS-HOWARD NEWSPAPER

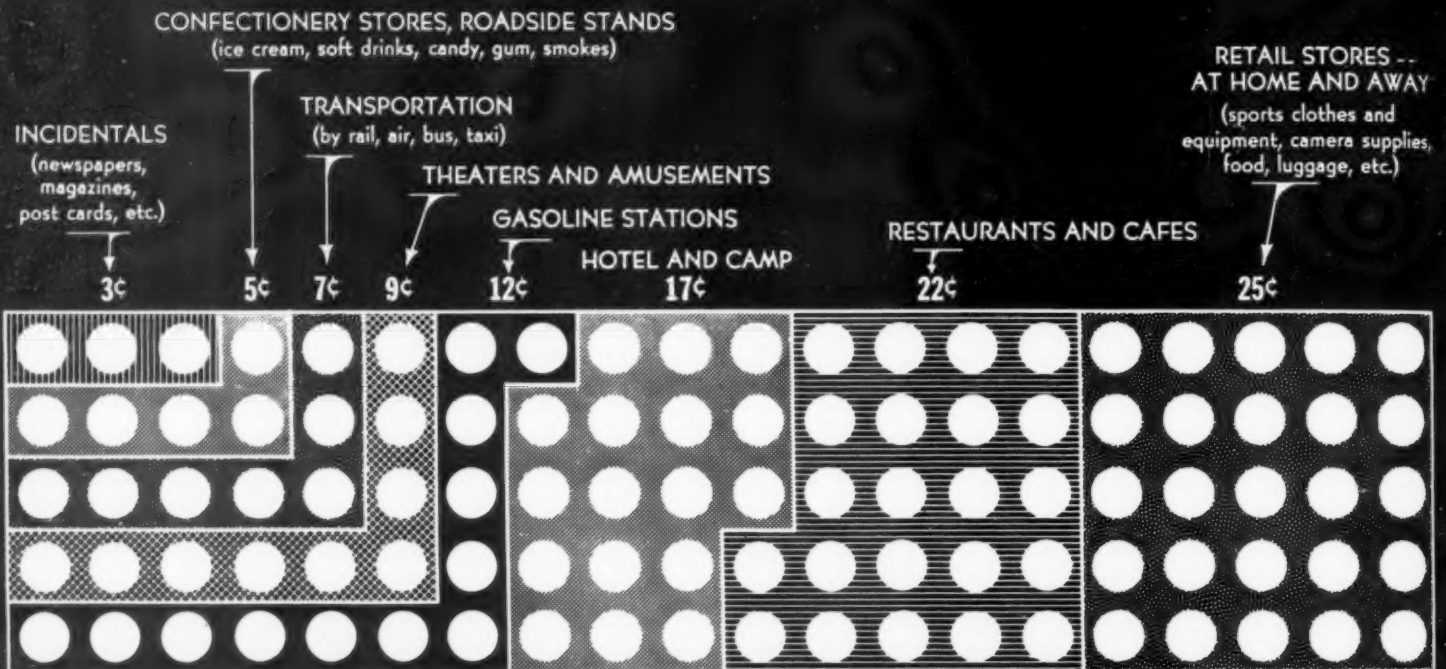
NATIONAL ADVERTISING DEPARTMENT OF SCRIPPS-HOWARD
NEWSPAPERS, 230 PARK AVENUE, NEW YORK CITY

CHICAGO • DETROIT • MEMPHIS
PHILADELPHIA • SAN FRANCISCO

MEMBER OF THE UNITED PRESS . . . THE ASSOCIATED PRESS . . . THE AUDIT BUREAU OF CIRCULATIONS and MEDIA RECORDS, INC.

HOW THE TRAVEL DOLLAR IS DIVIDED

The average dollar in the nearly 6-billion dollar total for recreational travel is split about as follows:



PICTOGRAPH BY
Sales Management

Source: Babson's Reports, April 1, 1940

1939 TRAVEL EXPENDITURES AS % OF POPULATION

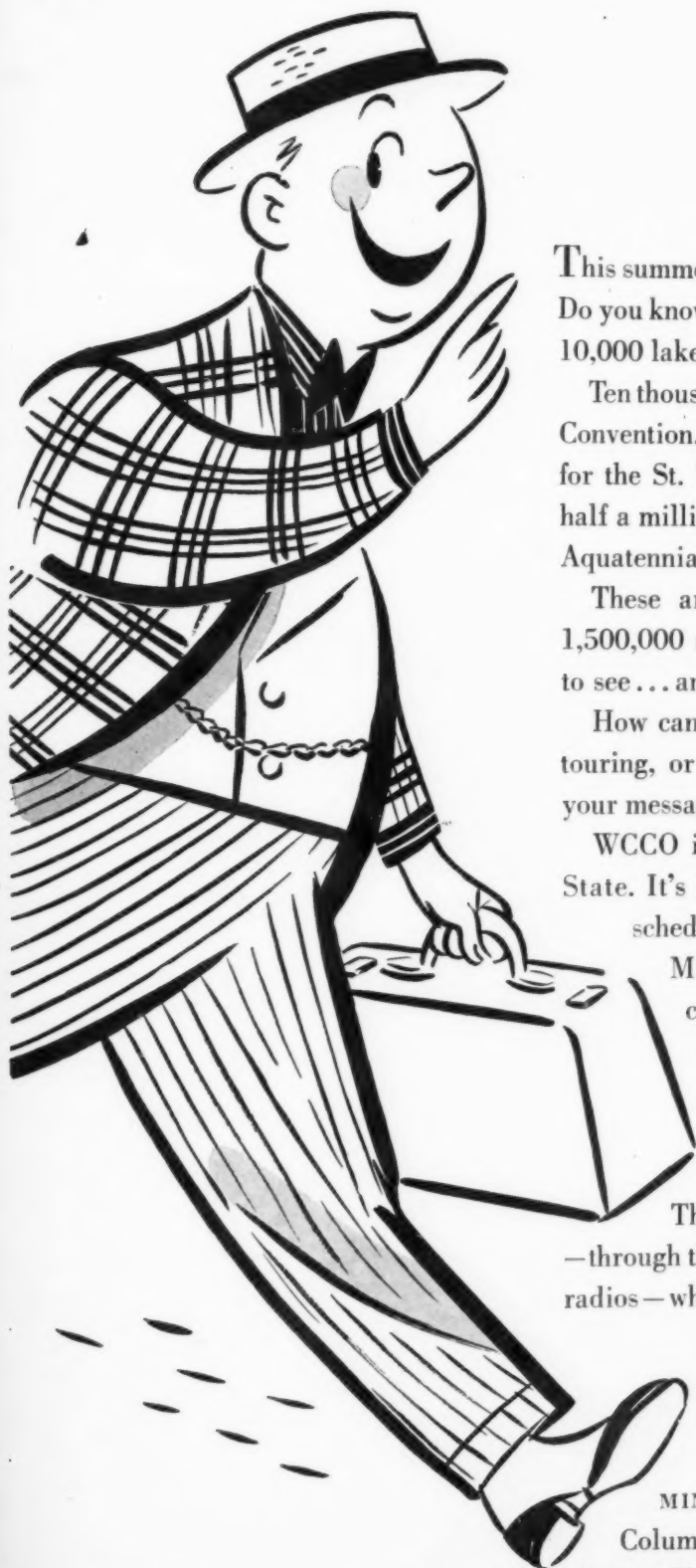
Example: Rhode Island has .75% of nation's retail travel expenditures, and .56% of population, or ratio of 134



Sources: United States Travel Bureau
and 1930 Census of Population

You can catch 'em on the fly in Minnesota

**\$150,000,000 to spend
and it's all *bonus market***



This summer your customers will be on the move...in America. Do you know how many of them are on their way to Minnesota's 10,000 lakes and its air-conditioned forests right now?

Ten thousand are in Minneapolis for the International Kiwanis Convention. Thirty thousand will come to St. Paul next month for the St. Paul Open Golf Tournament. And by July 20th a half a million of them will be here for the ten-day Minneapolis Aquatennial, the largest summer festival of its kind.

These are just the "plus" attractions. By October, over 1,500,000 summer visitors will have come to Minneapolis... to see...and to spend over \$150,000,000 here.

How can you catch them? Whether they're fishing, golfing, touring, or playing in the Twin Cities, the best way to keep your message before them is by radio. And that means WCCO.

WCCO is the *only* Twin City station that covers the whole State. It's the *only* Twin City station carrying a complete schedule of their favorite CBS broadcasts. It's the *only* Minnesota station to have its schedule of news broadcasts posted in the lodges and cabins of 2,000 Minnesota resorts. In fact, WCCO is the *only* station that can do a thorough job of selling your product to this roving, vacationing, buying population during the next three months.

They're on the move now. So catch them and sell them —through their portables, their car radios, their hotel and resort radios— while they're playing and listening to—

WCCO 50,000 WATTS WHERE IT COUNTS THE MOST

MINNEAPOLIS-ST. PAUL. Owned and operated by the Columbia Broadcasting System. Represented by Radio Sales: New York • Chicago • St. Louis • Detroit • Charlotte, North Carolina • Los Angeles • San Francisco

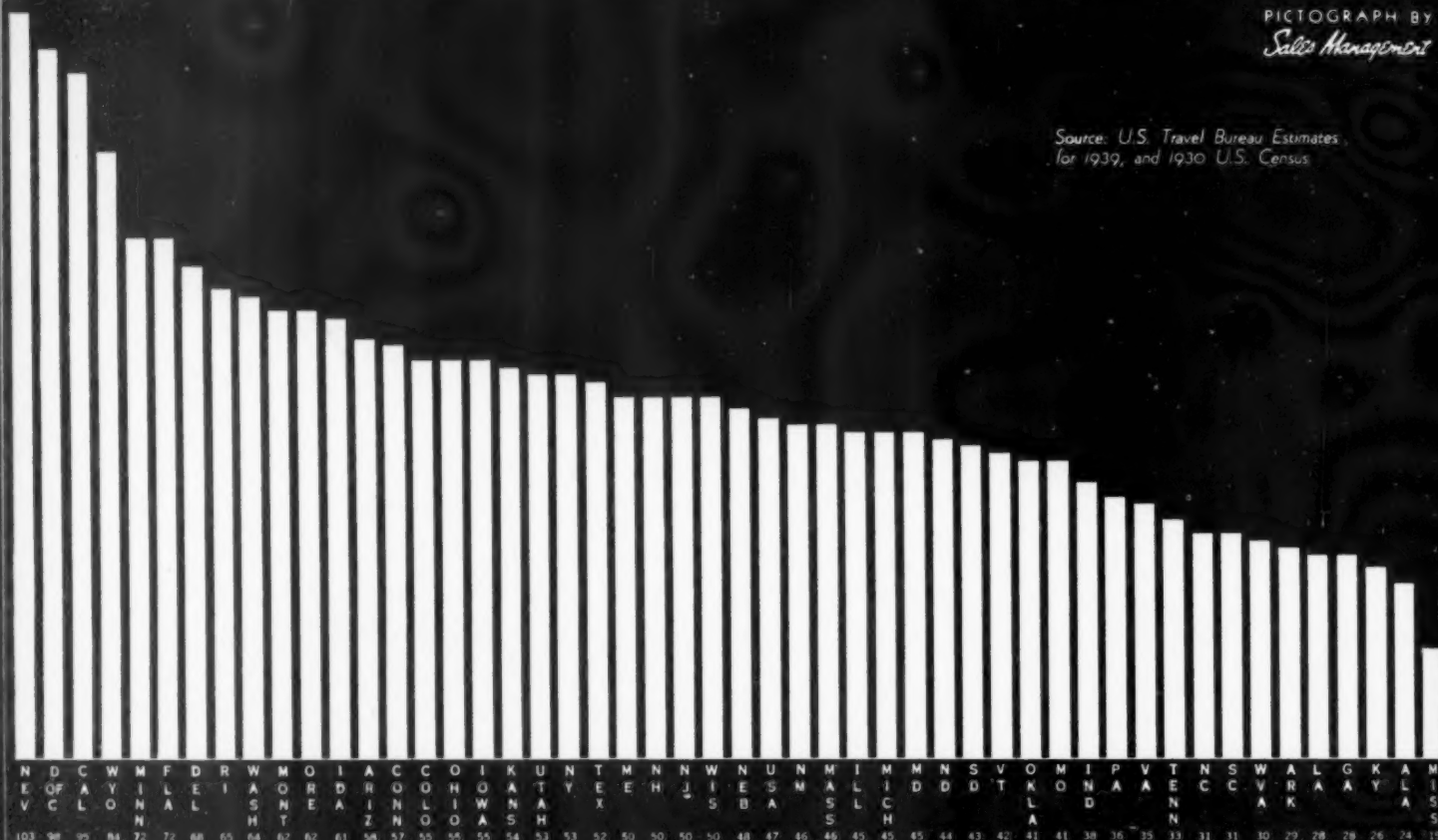


PER CAPITA DIVISION OF RECREATIONAL TRAVEL DOLLAR

Combined expenditures of residents and non-residents, divided by population

PICTOGRAPH BY
Sales Management

Source: U.S. Travel Bureau Estimates
for 1939, and 1930 U.S. Census



RECREATIONAL ADVERTISING PAYS

State, communities and private groups will invest 5 million dollars this year to attract travelers who will spend about 6 billion dollars for vacation trips. This is an advertising cost of 1/12th of 1 per cent.

The profit coming to a state from advertising its recreational advantages is exemplified by Wisconsin, which starting in 1936 has spent about \$70,000 annually in advertising.

REVENUE RATIOS

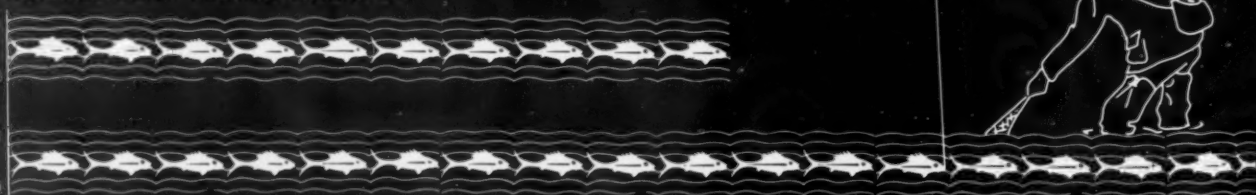
NON-RESIDENT FISHING LICENSES

1935
(BEFORE
ADVERTISING)

100

1938
(3 YEARS OF
ADVERTISING)

173



GASOLINE TAXES

1935
(BEFORE
ADVERTISING)

100

1938
(3 YEARS OF
ADVERTISING)

123



Increased Revenues From Visitors' Fishing Licenses alone
paid the advertising bill, plus a profit of \$77,105.

Source: The Council of State Governments

\$6,000,000,000 Travel Budget Creates Unique Marketing Problem

(Continued from page 42)

The two Fairs will again draw millions of visitors from far-away points, and early indications point to better attendance than last year.

Canada, although belligerent, is going after our tourist trade aggressively, and has assured visitors that there will be no new restrictions. Owing to the favorable exchange rate, she can offer "One Vacation Day Free In Ten." Or if you walk into a cigar store and lay down an American dollar bill, you'll get a Canadian dollar plus a ten-cent cigar.

Four Spurs to Travel

There are four reasons why the recreation trade may be 1940's Industry of the Year.

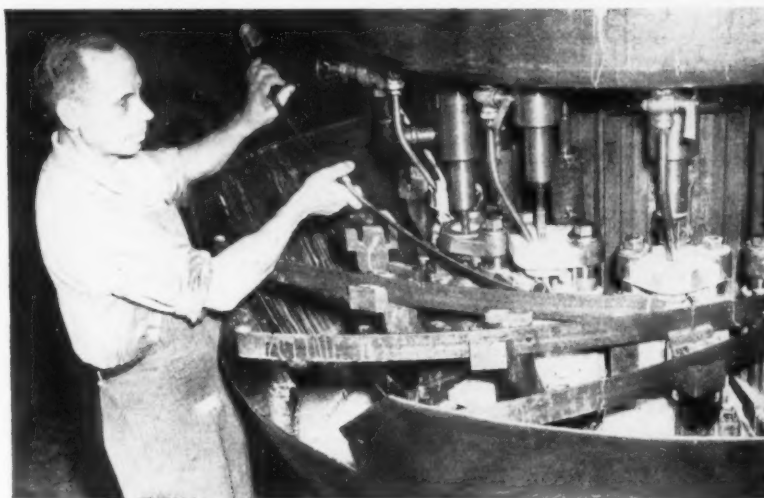
1. This has to be "See America First" year. That phrase was first coined by the late Edward Bok in the *Ladies' Home Journal*. It always was conceded to be a good slogan, but it remained for submarine attacks, air raids and various forms of blitzkriegs to give the phrase real punch. The \$500,000,000 normally spent each year by American globe-trotters must this year be spent mainly at home.

2. National income during the past twelve months has been approximately 75 billion dollars, the highest since 1929. More money in workers' pay envelopes, more cash in farmers' pockets, more dividends in investors' accounts, spell only one thing—*more spending on recreation*.

3. For years a steady trend toward sports and trips has been gathering momentum. Shorter work days and more leisure hours have developed both the desire and the capacity for more recreation. We have more automobiles than ever before, cheaper and faster trains, the world's greatest commercial aviation.

4. Instead of just the customary Summer vacation trip, there is a growing tendency to take a number of short trips in addition to one long one. Cheap transportation makes this possible, and the year-round inducements offered by many resorts is a tempting lure.

No one has attempted to strike a "net travel balance" for each state. In any given state some of its citizens spend their vacations in other states (but make big expenditures in their



THERE'S A DASH OF DETROIT *in Troy!*

RECOGNIZING the advantages of Hudson River hydroelectric power at Troy, with its strategic location for rail, water and highway shipping, the Ford Motor Company established its Green Island plant more than twenty years ago for making springs, bearings and radiators.

Situated almost in the heart of Troy's A.B.C. City Zone, the Ford factory is a dash of Detroit, contributing to this metropolitan center's prosperity by providing jobs at high wages for hundreds of men.

The Ford plant is one of many Troy Area employers of large forces of men. To sell not only these workers but the women and children who share their pay envelopes use *The Record Newspapers*, the city's sole dailies. Their intensive one-medium coverage, available for only 12c per line, makes Troy New York State's lowest cost major market.

THE
RECORD
NEWSPAPERS

THE TROY RECORD
THE TIMES RECORD

THE TROY RECORD CO. J. A. VIGER, ADVERTISING MANAGER

Peak Travel Months by States

No completely accurate table can be compiled for the division of the tourist travel year by months, but since 81% of the tourist travel is by automobile, the records of gasoline consumption are a fairly accurate index of tourist travel. The table below, compiled from gallonage figures gathered by the American Petroleum Institute, shows the ups and downs by months for the year 1937. In the formula, 100 equals average monthly consumption. Thus for Maine, the figure 62 in January means that gasoline consumption was 38% below the monthly average and the August figure of 153 means that in that month gasoline consumption was 53% above average.

The four highest months are in bold-face type; the one biggest month in parentheses.

	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
NEW ENGLAND												
Maine.....	62	62	72	77	103	117	147	(153)	121	111	89	80
New Hampshire.....	68	68	80	79	103	116	146	(148)	119	105	89	79
Vermont.....	66	65	75	72	98	116	140	(143)	125	121	95	84
Massachusetts.....	74	73	92	95	106	114	(123)	118	108	106	97	94
Rhode Island.....	73	81	96	96	109	110	121	(122)	102	107	94	91
Connecticut.....	76	75	89	94	107	111	(124)	117	110	105	97	95
MIDDLE ATLANTIC												
New York.....	79	73	88	94	111	109	(124)	120	111	105	96	91
New Jersey.....	78	74	92	98	109	110	(122)	115	108	101	97	96
Pennsylvania.....	77	76	90	96	108	110	(117)	114	111	106	100	95
EAST NORTH CENTRAL												
Ohio.....	81	80	94	101	106	110	(114)	112	113	103	99	87
Indiana.....	74	72	100	100	111	113	(116)	111	115	103	102	83
Illinois.....	77	74	91	96	114	110	(117)	115	111	108	100	87
Michigan.....	78	75	93	95	106	112	(121)	118	111	105	99	87
Wisconsin.....	68	67	89	96	107	116	(126)	122	118	105	104	82
WEST NORTH CENTRAL												
Minnesota.....	60	57	86	98	104	114	(128)	128	124	114	106	82
Iowa.....	76	60	90	107	(119)	116	115	112	118	104	105	78
Missouri.....	79	77	93	100	103	108	113	(116)	113	107	102	90
North Dakota.....	44	29	82	131	119	114	126	(153)	132	109	102	59
South Dakota.....	58	44	107	100	102	(133)	131	122	116	101	108	79
Nebraska.....	71	65	107	100	100	110	(123)	116	116	106	100	86
Kansas.....	70	65	89	94	100	132	(140)	131	117	96	86	80
SOUTH ATLANTIC												
Delaware.....	75	75	92	97	109	112	(126)	120	112	98	92	92
Maryland.....	80	73	92	97	106	109	(117)	114	110	104	101	97
District of Columbia.....	86	81	96	101	107	106	(112)	105	103	102	100	101
Virginia.....	79	74	95	98	106	109	113	(114)	110	104	102	97
West Virginia.....	79	76	105	87	106	111	113	(117)	114	105	98	88
North Carolina.....	82	77	95	(112)	99	101	105	107	105	108	107	102
South Carolina.....	87	84	103	99	102	101	(108)	106	102	104	102	101
Georgia.....	87	85	103	98	100	101	(109)	108	104	102	101	103
Florida.....	112	111	(118)	101	94	89	91	90	86	92	101	115
EAST SOUTH CENTRAL												
Kentucky.....	80	81	93	101	100	109	114	(116)	114	102	99	92
Tennessee.....	85	71	108	102	88	117	111	(117)	103	99	107	92
Alabama.....	85	86	99	98	104	100	(110)	109	105	105	101	99
Mississippi.....	80	75	104	101	99	109	108	(114)	107	111	100	92
WEST SOUTH CENTRAL												
Arkansas.....	80	79	92	102	100	104	111	(114)	109	109	101	99
Louisiana.....	87	83	94	97	102	101	106	106	105	(107)	106	105
Oklahoma.....	74	81	91	96	99	(123)	119	112	116	104	94	92
Texas.....	80	85	95	99	104	107	(111)	107	107	105	102	98
MOUNTAIN												
Montana.....	58	54	80	116	109	117	(138)	130	117	115	96	69
Idaho.....	53	51	76	90	112	117	126	(142)	129	121	101	82
Wyoming.....	61	56	76	82	100	123	147	(158)	119	108	95	75
Colorado.....	76	69	92	95	106	113	127	(130)	112	103	96	81
New Mexico.....	77	79	99	96	96	109	(119)	117	109	105	101	93
Arizona.....	86	87	100	101	99	107	104	101	101	100	103	(110)
Utah.....	67	69	88	95	104	115	(125)	122	116	108	102	89
Nevada.....	60	58	79	92	101	123	130	(135)	122	109	95	96
PACIFIC												
Washington.....	62	64	99	97	108	111	126	(128)	116	107	94	89
Oregon.....	63	62	95	94	112	110	127	(132)	118	112	90	85
California.....	89	81	101	98	108	(108)	105	108	105	100	97	100
UNITED STATES.....	78	75	94	98	106	110	(117)	116	111	105	100	91

home state before leaving); others spend all of their vacation money within the state. All states have considerable revenues accruing from out-of-state visitors, even when a large share of the visitors are hurrying through the state en route elsewhere.

Some states estimate the spendings by out-of-staters as compared with their own citizens. In New York last year the total recreational travel bill for residents and non-residents combined was 677 millions. Of this, 365 millions, or 54%, came from out-of-state visitors. Oregon had an even better balance of tourist trade, with 76% coming from visitors.

Travel Benefits Every State

It seems safe to say that every state has a net gain from tourist travel. As the All-Year Club of Southern California put it, "Tourists pour dollars into the pockets of local residents who in turn spend it in our local trade channels. Each year, this added cash, quickly passing from hand to hand, filters into the profits of every business and the paycheck of every worker. TOURIST MONEY BENEFITS EVERYONE!"

Samples of the migrations which make it necessary for marketing executives to reach people where they are as well as where they live are given below for typical states, resorts and sections for 1939:

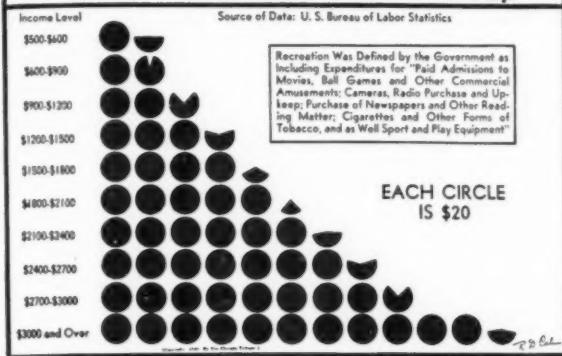
Hot Springs, Ark.: 400,000 tourists
 California: Out-of-state visitors spent \$283,813,000
 San Diego: 411,000 tourists
 Yosemite National Park: 466,552 tourists
 Colorado: 1,000,000 tourists
 St. Petersburg: 300,000 tourists
 Berkshire Hills, Mass.: 2,970,000 cars
 Eastern Michigan: 11,000,000 visitors
 New Jersey: 13,000,000 out-of-state tourists spent \$168,000,000
 Atlantic City: 12,500,000 visitors
 New Mexico: 1,594,000 out-of-state cars
 Niagara Falls: 3,500,000 visitors
 North Carolina: 2,849,000 people in 949,000 cars spent more than \$75,000,000
 Utah: 1,500,000 tourists
 Wyoming: Tourists spent \$18,000,000
 Seattle: 520,567 visitors stayed an average of 4½ days, and spent \$10,725,000

How Far Do People Travel?

The Cleveland Press in its seventh Home Inventory asked people to answer the question, "Where did you or other members of your family spend your last vacation?"

As might be expected, the state of Ohio received the largest number of mentions, but it is certainly significant that the state of New York, 500 miles away, received the second larg-

Annual Amount Spent for Recreation by Families in Each Income Group



This chart is based on government estimates for recreation, and does not include recreational travel. For games, movies, cameras and the like the average middle income bracket family spends nearly \$2 a week, or nearly 6% of its income. In the aggregate, this is a business of many billions.

food and accommodations. The Travel Bureau says it's 5 cents for accommodations and 15 cents for food, or a total of only 20 cents.

SM, after studying all available data, believes that the Babson transportation estimate is slightly low, and that of the Travel Bureau much too high.

Far more accurate than any national breakdown of the dollar can be are the local studies made in resort cities and sections. Here, for example, is how people spend their money in Southern California. Note that these are the expenditures made at the place of vacation and therefore differ from

est patronage—particularly significant in view of the fact that practically all of the vacations referred to were taken in 1938 when there was no special incentive, such as the World's Fair, to draw people to the Empire State.

Here is where Clevelanders spent their vacations:

Last Vacation	Total
Ohio	24.5%
New York	13.4
Michigan	10.4
Canada	9.1
Pennsylvania	8.1
Florida	4.3
New England	3.9
Illinois	3.6
Washington, D. C.	3.0
Indiana	2.2
New Jersey	1.7
California	1.6
Tennessee	1.5
Kentucky	1.3
West Virginia	1.0
Virginia8
Colorado8
Wisconsin7
Missouri6
North Carolina6
Minnesota5
Europe5
Iowa4
West Indies3
Texas3
Great Lakes Cruise3
Gulf Coast2
All Other Places	4.4
TOTAL	100.0%

No two authorities come within miles of agreeing how the travel dollar is divided. The Babson organization has made exhaustive studies of the travel market, and it is their breakdown of the travel dollar which was used as the basis for the Marketing Pictograph called "How the Travel Dollar Is Divided." According to Babson, 12 cents go to gasoline stations and 7 cents for other forms of transportation, or a total of 19 cents for transportation. The United States Travel Bureau says the transportation item amounts to 58 cents.

Babson says that restaurants and cafes get 22 cents, hotels and camps 17 cents, or a total of 39 cents for

M A I N E

This is a national playground. Beaches, bays, and rocky headlands; mountains and forests; rivers and lakes, attract a million visitors annually.

Tourist income represents the highest proportion of total income among the nine northeastern states.

Gasoline consumption figures add strength to this statement, showing Maine with the highest above-normal gasoline consumption among the nine northeastern states for the June - October vacation-period.

Hence, the oft-repeated statement "Maine has the equivalent of two extra selling-months in every year."

National advertisers benefit by regular advertising in Maine's greatest paper.

Portland, Maine

PRESS HERALD-EXPRESS
and SUNDAY TELEGRAM

National Representative, The Julius Mathews Special Agency
NEW YORK - BOSTON - CHICAGO - DETROIT

the national dollar which includes all recreational travel costs from home to the vacation spot and back again:

**Retail Trade Distribution
Southern California Tourist
Traffic, 1939**

Group	Amount
Amusement	\$18,608,131
Automotive	19,964,974
Drugs, Sundries	2,907,521
Clothing	25,586,181
Food Products	16,475,950
Gasoline and Oil	9,691,738
Hotels	21,903,333
Laundry, Dry Cleaning.....	5,814,743
Professional Services	6,784,218
Public Utilities	16,863,628

Real Estate, Rentals	17,251,294
Restaurants	18,801,976
Miscellaneous	13,181,076

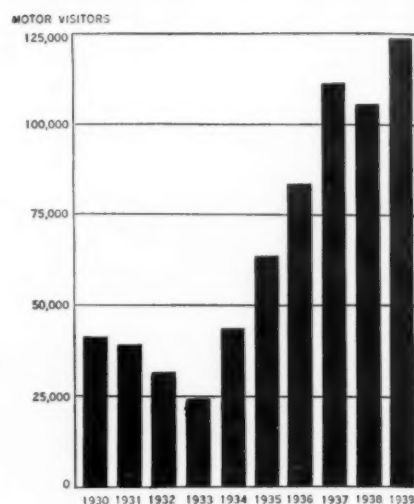
TOTAL\$193,834,763

There are several surprises in the table above—the biggest being that clothing tops the list of expenditures. There is proof, indeed, that the sales executive who fails to *follow* his prospects in their migration is sure to lose business.

The All-Year 'Round Club believes that tourist expenditures last year furnished employment supporting approximately 138,000 Southern California residents. The tourists paid in indirect and direct taxes \$20,000,000 in city, county, gasoline and sales taxes. Until 1921 business interests in the district depended upon word-of-mouth advertising. This attracted no Summer business and local business suffered an annual Summer slump. Then the All-Year 'Round Club was founded and began telling the Southern California story to the nation. Today the district gets back \$55 in actual sales for every dollar invested in national advertising.

1940 has been proclaimed by President Roosevelt as "Travel America Year."

That means greater opportunities—but greater problems—for sales execu-



A Decade of Growth in Travel to the West: The tremendous growth in East-West motor vacation travel during recent years is indicated in this chart (courtesy the American Automobile Association) which shows the yearly volume of motorists from states East of the Mississippi River visiting Yellowstone Park during the period 1930-1939. The trend of West-East travel is up quite as definitely as the East-West, but no information is available on the exact count by states or sections.

tives. More money will be spent here this Summer than ever before—but they will be *rolling* dollars that have to be chased.

1/4 MILLION Vacationers
will spend, this summer,

15 MILLION Dollars
in the area served by

WLNH
LACONIA, N. H.

**THE WHITE MOUNTAINS,
WINNEPESAUKEE, and**

The Entire Lakes Region.
Joseph Hershey McGillvra, Rep.



Berkshire County

2,970,000 tourist cars annually visit Berkshire County. Generations of America's wealth and sophistication call this their summer playground. Late years have brought thousands of winter visitors for unrivalled ski-ing facilities. Now Pittsfield, home of the Berkshire Music Festival, becomes the summer musical centre of America with 75,000 music-lovers coming from every part of the world.

Pittsfield in summer is a cross-section of America's spending-power, covered to saturation by —

THE BERKSHIRE EVENING EAGLE

Pittsfield, Massachusetts

National Representative, The Julius Mathews Special Agency
New York — Boston — Chicago — Detroit

"Highbrow" Radio Program Does Double Job for California Utility

(Continued from page 40)

call and ask for a program, we feel it shows remarkable interest.

"In addition, we receive several thousand letters of appreciation, comment and suggestion monthly. These letters help to guide us in handling of the programs.

"For example, last month we experimented with a brief harp interlude between the close of the musical offering and the start of the commercial announcement, and repeated the harp interlude before commencing the next piece on the program. Our purpose was to prepare the listener for the advertising. But our listeners didn't like this at all. They seemed to think the harp interlude sentimentalized and emphasized the commercials and evidently preferred to go directly from the concert music to the announcement without preparation. We are abandoning the harp interlude as a result of these comments."

Welcome Relief from Swing

Mr. Joy says that in addition to the large cultured audience that already exists for this type of program, there is a gradually increasing appreciation of classical programs by the general public. "One reason for this, we believe, is that the public ear has been so assailed, assaulted and attacked by all manner of jazz and swing that it is turning with relief to these better programs. Many start listening indifferently who have had no taste for good music, and eventually become addicts. These are often our most constant and grateful listeners and the ones who write many of the thousands of letters we receive."

It is noteworthy that other utilities have been so impressed with PG & E's experience that they are undertaking similar programs. Southern California Gas Co. has signed up for a classical concert in the territory it serves; and Portland Gas and Coke Co. is considering a similar experiment.

Obviously, a utility is interested in encouraging more and better homes, a higher standard of living. It could blindly concentrate in its advertising, as many advertisers have done in the past, on the merely material aspects of better living; but evidently the public itself is indicating in emphatic terms that higher material standards of living coincide with higher cultural standards.

JUNE 15, 1940



Most Dickie-Raymond Clients Are Also Served By Competent General Advertising Agencies

From the very beginning of this organization, eighteen years ago, we have believed that companies need particular counsel on problems *outside* of publication and general advertising. Built on this basis, Dickie-Raymond service does not compete with that generally offered by advertising agencies. The phases of sales promotion and direct advertising in which we specialize are treated as *supplementary* to general advertising.

Many concerns, already served by competent advertising agencies, could profit by a *SECOND leg to stand on*. In fact, the big majority of our most active clients, past and present, also retain advertising agencies. And figures show that—weighing all factors—such a dual arrangement costs no more.

We can show you in case history detail what this service has meant to many organizations — including both large and small advertisers. This service might offer added benefits to your company under any one of our *three* optional plans of working.



A request on your business letterhead will bring a special booklet fully describing Dickie-Raymond services, companies who have used them, and the types of problems they fit.



Dickie-Raymond, Inc.

MERCHANDISING & SALES PROMOTION COUNSEL, DIRECT ADVERTISING

80 Broad Street, Boston



1. The Spokane Market is bounded by four of the following mountain ranges:

a. Alps	e. Bitter Roots	e. Cascades
b. Rockies	d. Canadian Selkirks	f. Blue Mountains
2. The Spokane Market is as large as:

a. Manhattan Island	b. France	c. New England
---------------------	-----------	----------------
3. Three principal industries of the Spokane Market are:

a. Steel making	c. Agriculture	e. Mining
b. Lumbering	d. Motion pictures	
4. Distance between Spokane and the Coast cities of Portland and Seattle is:

a. Between 1,000 and 1,500 miles	c. Less than 50 miles
b. Between 300 and 400 miles	
5. Population of the entire Spokane Market is closest numerically to one of the following:

a. Daily population Rockefeller Center	c. Atlantic City
b. Pittsburgh	d. Los Angeles

THE SPOKESMAN-REVIEW

MORNING

SUNDAY

SPOKANE,

Combined Daily Circulation

Advertising Representatives — JOHN B. WOODWARD, Inc. — New York — Chicago — Detroit — Los Angeles — San Francisco

Quiz

ABOUT ONE OF THE NATION'S GREAT MARKETS—*Spokane and its Inland Empire*

This test is devised to call attention to one of the nation's most favored markets, often referred to as the American Wonderland.

Five or six correct answers is fair.

Seven or eight correct is good.

Nine and over proves a real grasp of the basic reasons why advertisers are spotting the Spokane Market.

CORRECT ANSWERS ON NEXT PAGE

6. Per capita retail sales in the Spokane Market are approximately:
a. 29% ahead of the U. S. average c. Double the U. S. average
b. Under the U. S. average
7. Three of the following statements are correct as regards Grand Coulee dam:
a. Completed it will be higher than the Empire State building
b. Has been called the 8th wonder of the World
c. It will create 3 times as much electrical energy as Niagara Falls, American side
d. Its backwater will create an artificial lake 151 miles long
8. Area of the Columbia Basin near Spokane, to be made immensely productive with water from the Coulee dam project, is:
a. No larger than the District of Columbia c. 1,200,000 acres
b. About the size of Rhode Island
9. When fully developed with water from Coulee dam, the Columbia Basin will produce farm wealth:
a. Twice what Florida does now c. Enough to pay the national debt
b. As much as Iowa
10. The part of the total U. S. output of various commodities produced in the Spokane area is correctly stated in four of the following:
a. Tenth of its wheat c. Fifth of its apples e. Tenth of its maple syrup
b. Eleventh of its cranberries d. Third of its lead f. Fourth of its silver
11. The Spokane Market has the "World's largest" in four of the following:
a. Iron ore deposits c. Stand of white pine timber e. Power and irrigation dam
b. All-electric city d. White pine sawmill f. Telescope
12. Annual output of new wealth in the Spokane Market in a normal year is equal to:
a. Purchase price of Alaska c. \$400,000,000
b. One year's traffic tolls of Panama Canal

Spokane Daily Chronicle

EVENING

WASHINGTON

116,000... An All Time High!

Color Representatives — Sunday Spokesman-Review Magazine and Comic Sections — Newspaper Groups, Inc.

Industrial Films Fight Sales Battles on All Fronts for Servel

A film program embracing productions for their own salesmen, for the dealers, and for city and rural prospects rings the cash register . . . and Servel will repeat it in 1941.

Based on an interview with

GEORGE L. ROACH

*Assistant to the President, Servel, Inc.,
Evansville, Ind.*

SERVEL, INC., of Evansville, Ind., manufacturers of Electrolux refrigerators operated by both gas and kerosene, launched a complete campaign last October employing sound films, slide sound films, sound discs without films, and printed booklets and presentations. Results have been remarkable, according to executives of the company.

Built up step by step, the start was made with a five-reel sound film called "The Symbol of Silence." The idea was that there were thousands of Servel dealers, salesmen and prospects who could never see the plant and so could not visualize the job it is doing. It was thought that this film could be shown first to dealer conventions and then to sales groups. Finally, it could be used before men's service clubs and groups, and before women's organizations of all kinds.

Next, a souvenir booklet was prepared entitled "Men and Machines."

This hand-out, well illustrated, was printed in black and blue, telling the story of the miracle of ice from heat, of research, production, inspection, testing; pictures and data concerning the plant and workers; charts showing performance, growth of users, etc.

One of the unexpected results was that, while the film was built to tell the Servel story to those who would not be able to visit the plant, it vastly increased the number of visitors. After seeing the film, hundreds of persons were stirred to want to see the plant in operation.

Having gone into the big factory picture, George S. Jones, Jr., vice-president and general sales manager, decided that it would be a good thing to run an *all motion picture sales convention*. So another film, four single reels, each built around a specific idea, was prepared to present the 1940 line of products. This is called "Sales for 1940" and the cast was made up of Louis Ruthenberg, president; George S. Jones, Jr., vice-president and general sales manager; William R. Hainsworth, vice-president in charge of engineering; William Reynolds, advertising manager and H. S. Boyle, sales promotion manager. Lowell Thomas, whose voice is famous, was called in from the outside to act as news reporter.

A short synopsis follows:

Act 1, The Men—Who's Who at Servel; introducing the executives and directors who actively participate in the formulation of all Servel sales programs; to regional managers and department heads.

Act 2, The Product—Why the new 1940 Servel Electrolux is big news, with Lowell Thomas telling the story.

Act 3, The Advertising—Showing how Servel advertising is designed; a preview of the campaigns explaining

how it will support the dealer's local advertising.

Act 4, The Sales Promotion—What the new promotion plans and sales aids do to help salesmen sell both the replacement and the new buyer.

"This 1940 product picture, we found, was limited to our urban business," said H. S. Boyle, sales promotion manager, "so it became necessary to develop a sound slide film program for our rural markets with the necessary changes in presenting specialized equipment. Having done that, we then decided to develop two more sound slide films—one on selling the Servel gas refrigerator to urban homes, and the other on selling the kerosene refrigerator to rural homes.

Both of these sound slide films are used for sales training, for presentation to groups of prospects and for individual use in homes. Equipment for using these films has been carefully arranged so that now practically all of our direct accounts have some Ampromotion pictures or Illustravox sound slide film projectors, or both, and we have extended this service by preparing a series of sound discs—without films—for the continued education of sales groups."

Program Carefully Planned

The idea of developing a Servel motion picture had its inception about three years ago. It was determined that the aim would be to provide the distributive organization with an interesting, narrative type film. Out of that thought the "Symbol of Silence" picture, a trip through the factory, finally took form. Two points were taken into consideration: The type of audience the company wished to reach; and the purpose of the film.

Having determined these two points, the next step was to consult with the company's advertising agency, Batten, Barton, Durstine & Osborn, New York, and the film organization that was to produce the films, Roland Reed Productions, Culver City, Cal.

The scenario writer arrived in Evansville from the Pacific Coast and after an intensive study of the plant presented a synopsis. This was revised and rewritten several times after a series of conferences with the management committee. Accuracy of text was checked and physical continuity gone into with extreme care.

Soon after that, a crew with equipment from Hollywood arrived in Evansville for the purpose of making background plates. In three weeks the picture experts had approximately 20,000 feet of negative. This was taken to Hollywood and foreground

The Spokane Market Answers to Quiz

1. Bounded by Rockies, Selkirks, Cascades, Blue Mountains.
2. Large as New England.
3. Agriculture, Lumbering, Mining are three principal industries.
4. Spokane to Coast cities, between 300 and 400 miles.
5. Spokane area population closest to that of Pittsburgh.
6. Per Capita Retail Sales 29% above U. S. average.
7. Grand Coulee dam, "8th wonder of the World," will create 3 Niagaras of energy, and form 151-mile long artificial lake.
8. Columbia Basin contains 1,200,000 acres.
9. Entire output Columbia Basin twice that of Florida.
10. The Spokane area produces 10th of nation's wheat, 5th of its apples, 3rd of its lead, 4th of its silver.
11. It has World's largest all-electric city, stand of white pine, white pine saw mill and power and irrigation dam.
12. Annual output \$400,000,000.

The Spokesman-Review
Spokane Daily Chronicle

THE ROTO SECTION ATTRACTS 81% OF THE WOMEN READERS

Count the Readers per dollar
instead of Lines per dollar

... THEN YOU'LL GO ROTO, TOO!

ROTO PICTURES LIKE THESE ATTRACT 80% MEN READERS

Roto Gets Readership Second Only to Page One Because There's Something for Everybody in Roto Sections

YOUR ADVERTISING is exposed to the maximum number of potential newspaper reader-customers when it's in the roto gravure picture section! For proof of this statement, write us for an analysis of the surveys of newspaper reader traffic conducted under the well-known Gallup method. These surveys conclusively prove that

roto gravure is second only to page one in newspaper reader traffic.* That's why we say: Count the Readers Per Dollar Instead of Lines Per Dollar—Then You'll Go Roto, Too! And remember, your advertising in roto becomes part of a quality atmosphere which naturally is associated with your product—giving it added prestige.

In roto gravure sections you can cover better than one out of every two homes in the nation. Or you can use roto's tremendous power to increase sales in a single city, area or zone.

For more information, write Kimberly-Clark Corporation, 8 South Michigan Avenue, Chicago. We maintain a research, service and statistical department for the convenience of advertisers and publishers. There is no charge for our service.

*Based on a continual analysis of reader traffic in 21 different papers in 17 key cities.

Kleerfect Rotoplate Hyfect

THE NATIONALLY-ACCEPTED ROTOGRAVURE PAPERS

Manufactured by
KIMBERLY-CLARK CORPORATION

Established 1872 — Neenah, Wisconsin

Proof of the Power of ROTO

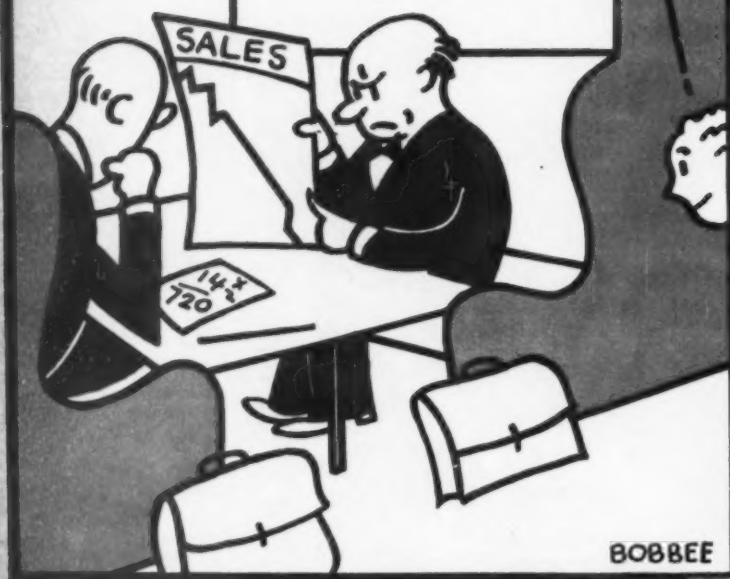
Write Kimberly-Clark for free book on roto gravure advertising. It presents the findings of Gallup Method surveys, and other valuable information for advertisers and publishers.



GET MORE FOR YOUR MONEY WITH ROTOGRAVURE

More Attractive Printing
Means More Readers —
More Readers
Mean More Sales —

Use Roto!



BOBBEE



IT'S GOOD BUSINESS to give your direct mail advertising, booklets and catalogs the same quality appeal that attracts millions and millions of newspaper readers to the roto-gravure sections. In virtually countless instances roto-gravure printing has proved its power to get added reader interest — and added reader interest in your advertising obviously should result in more sales of your product. Furthermore, roto-gravure printing in thrilling natural colors or rich mon-

otone creates a quality impression exclusive to itself, a quality impression which the reader automatically and immediately associates with your product!...

You are invited to call in a Kimberly-Clark roto-gravure man for any help you may need in preparing material for roto-gravure. There is no charge for this service, which is available to you at each of our offices. If you prefer, write for advice and samples of these famous roto-gravure papers:

Kleerfect

Rotoplate

Hyfect

Remember, paper plays a vitally important part in the effectiveness of roto-gravure—choose it carefully! Compare the nationally-accepted roto-gravure papers made by Kimberly-Clark Corporation, listed above. They come in wanted weights and sizes to suit your requirements, to meet your budget.

Kimberly-Clark Corporation

Established 1872 — Neenah, Wisconsin

New York

100 East 42nd Street

Los Angeles

810 West 10th Street

Chicago

8 South Michigan Avenue

pieces similar to scenes found in the factory were built. After that the film producer photographed the screen, the actors and the foreground pieces together.

In this way it was possible to have a selected company of Hollywood actors go through the Servel plant and discuss the various features without leaving Hollywood. Among those used in the film are Herbert Rawlinson, who has starred in film and stage productions, and Julie Warren, who has played many ingenue film parts.

With the films, of course, a presentation can be given in an expert manner without hitch or deviation. The presentation, too, can be put on simultaneously in as many widely separated spots as might be desirable.

Another important consideration is that the people in the rear of the theatre or hall where the picture is shown can see details cast on the screen that in other years were lost to them. For example, under the old method, if the operation of an ice tray were being demonstrated, only those in the first few rows of seats could see it.

In order that the film would rise above the "nut and bolt" type of picture, a boy-and-girl romance was woven in. This brought in a youth, recently graduated from college, whose father had just become a gas utility executive. The old man takes the boy to Evansville in an airplane. Papa wants to look into the Servel refrigerator because he intends to push it in his line.

When they arrive in Evansville, father and son are taken through the Servel plant. That's the excuse for photographing the Electrolux refrigerator in process of manufacture. Son meets the daughter of a Servel sales executive, and decides he wants to stay right there and work for the company. As his father and the sales chief are old college pals, it all works out nicely to the final clinch.

In making the product film, "Servel for 1940," a group of Servel executives went to New York where the filming was done in the Fox studios. Here President Ruthenberg, Sales Manager Jones, Dr. Hainsworth and others did their stuff under the direction of technical supervisors. Comment was by Lowell Thomas.

That part of the work done in the East, the film was taken to Hollywood where the rest of the work on the production film was completed, thus enabling the makers to finish the group of films with their own people in their own familiar environment.

"The Symbol of Silence" is a five-

reel, 35mm film which runs for approximately 43 minutes. "Sales for 1940," four-reel, 35mm, runs about 37 minutes. Prints in 16mm were taken from each and, with projectors and screen equipment, were supplied to regional sales managers and their field organizations. So successful has been the experiment with these films that plans are already afoot to produce another film program for 1941.

Seagram Urges Moderation in Third Father's Day Ad

Seagram Distillers Corp., N. Y., for the third successive year is running a Father's Day ad counseling temperance

in drinking. It appears in about 150 newspapers throughout the country. A window display centering about an enlargement of the ad has been supplied to bars and dealers. Warwick & Legler, N. Y., is the agency in charge of the Seagram account.

"Dear Dad" is the headline beneath a picture of a youngster writing a letter, "Tomorrow is Father's Day and I just want to tell you how much I . . ." Copy continues, "to shatter his boyish illusion by the unwise and intemperate use of liquor is a cruel blow no thoughtful father would wish to inflict . . . Any man—especially any Dad—who cannot drink wisely and moderately owes it to his family—his son—not to drink at all."



ANOTHER **NEW** INDUSTRY Adds to the Diversity of the **NASHVILLE** MARKET

Nashville  Banner
Evening

NASHVILLE TENNESSEAN
Morning Sunday

Airplanes from the new factory established in Nashville by the Aviation Corporation of America fit well into the diversified industrial and agricultural structure of this Southern Market.

Additional skilled-worker incomes bring even more advantages to the products now in this market and offer sound opportunities for the expansion of new sales efforts.

Market data direct from NEWSPAPER PRINTING CORP., Nashville, Tennessee or any office of THE BRANHAM COMPANY—Representatives

Business Beats the Blitzkrieg; Sales and Advertising Rise

TOTAL war in Europe, and total preparedness here, have begun to create jobs. More workers and wages will bring more sales.

Advertising will advance.

The nation's economic machine, for the first time in a decade, is swinging into high gear.

SM draws these conclusions from statements of sales executives, advertising agents, publishers . . . from the speed and thoroughness with which the nation has tackled the preparedness program . . . from the vigor with which industry and trade are cooperating to put it over.

To be sure, the cause is gruesome. We don't want war. But we do want freedom and integrity. We are facing realities. Whatever happens, business realizes America must be made strong and safe.

The tax burden will be heavy. But sales and wages will have to rise more than enough to absorb it.

It's Got to Be Good

A Canadian executive said the other day:

"Business is good up here. It's got to be good."

So must *our* business.

With the first shocks of the May 10 blitzkrieg, sales executives and salesmen wavered. Some advertisers cancelled. Stock markets sank. That day was a bit of Black Friday for business.

The month that followed has been black enough, too—in many ways.

But life must go on. And business *is* going on.

One or two of those advertisers have resumed. Salesmen are selling, and buyers are buying. New products and processes are being launched.

From their low point in April, basic business indices, week after week, have risen steadily. They are now about 10% higher than a month ago.

On June 2, Robert Nathan, national income expert of the Department of Commerce, estimated our combined pay check this year at \$75,000,000,000—or about \$5,000,000,000 more than in 1939.

Some industries directly affected by preparedness already have a shortage of skilled workers. Others have as-

BY
LAWRENCE M.
HUGHES

sured their employees of steady jobs. Clarence Francis, president of General Foods, said that his company, despite wartime uncertainties, has no thought of discharging employees: "Don't worry—work."

Charles E. Wilson, newly appointed acting president of General Motors, expected no interference by the armament program with 1941 and 1942 motor car models. . . . During this month TWA introduced 33-passenger Stratoliners. . . . du Pont began to sell Nylon stockings. . . . Esso announced Butyl, synthetic rubber made from petroleum. . . . Graham started to advertise its new Hollywood cars. . . . Buick and Pontiac divisions of General Motors announced all-time sales records. . . . Increases were reported for radios, refrigerators, cigarettes. . . . President Jeffers of the Union Pacific Railroad signed a full-page magazine ad pledging support to the development of the nation's aviation. . . . Leading movie producers expanded promotion budgets. . . . A financial house starts to advertise the broker's service. . . .

Quaker Oats launched a campaign on Puffed Wheat and Puffed Rice . . . Philco introduced "the first fundamental improvement in the phonograph since Edison's discoveries in the recording and reproduction of sound"



. . . Philip Morris cigarettes and Seagram Distillers reported increased earnings . . . Gillette and Gem introduced new razors in extensive campaigns.

There was uncertainty. There was even hysteria. But behind it all, America was forging ahead.

When hysteria hits, one of the easiest—and, in the long run, most difficult—thing to do is to cancel advertising.

In early June, SM checked with executives of a score of leading media. We asked them: How does your business on hand today for July and August compare with business on hand on the same date for the same months of last year?

The "sample" was not large enough to be conclusive. But we think the individual answers are revealing—and stimulating.

Media Men Optimistic

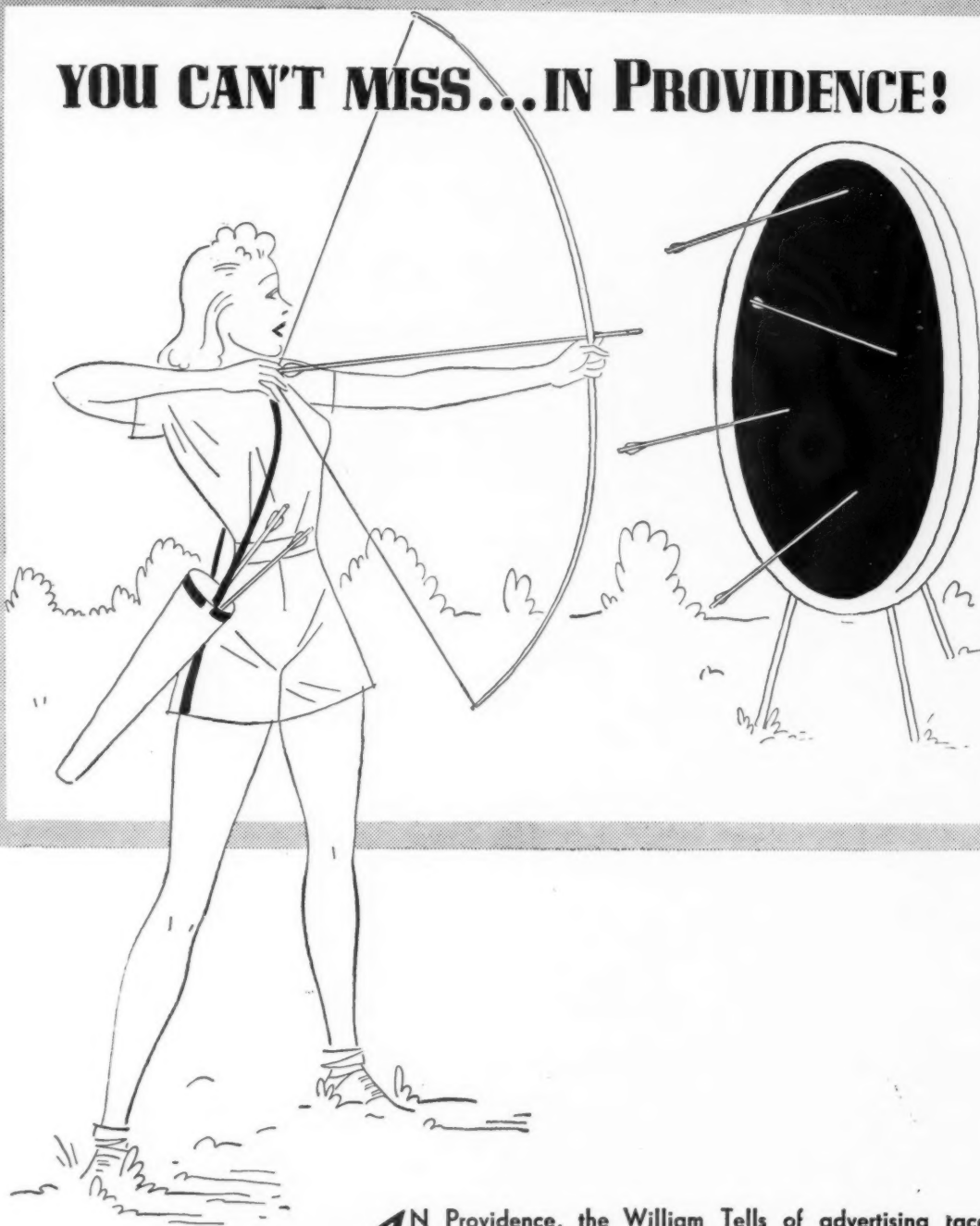
Outdoor Advertising, Incorporated, representing this medium throughout the country, finds July-August business now on hand to be virtually the same as last year. The leading classifications will continue to be automotive, including gasoline and oil; beverages, hard and soft; tobacco, and foods.

Malcolm M. MacHarg, McCall Corp., says *McCall's* will be up 30.8% in advertising volume in July, 27 in August; *Redbook* up 18 in July and 30.1 in August.

Herbert W. Maloney, of Paul Block & Associates, representing 17 newspapers throughout the country, points out that these papers have shown consistent gains thus far this year. "In recent weeks we have seen no indication of any tendency on the part of national advertisers to cancel or reduce their schedules. . . . Short of a U. S. declaration of war," he believed, "the national manufacturer who goes after sales aggressively in the second half of 1940 . . . cannot fail but win substantial results."

National Broadcasting Co.'s July-August business on hand was 9% ahead of a year ago. This rate of increase, by the way, was exactly the same as that followed by NBC in the first five months of the year. Some advertisers, off last Summer, who are

YOU CAN'T MISS...IN PROVIDENCE!



IN Providence, the William Tells of advertising race a target largely all bull's-eye: one combination newspaper gives the range on practically every family in the market! Hence, campaigns tipped with impressive schedules score high in sales: they puncture America's 6th highest per capita incomes — controlled by the 10th biggest retail spenders!

Everybody reads the **PROVIDENCE JOURNAL-BULLETIN**
In New England's Second Largest Market!

REPRESENTATIVES: Chas. H. Eddy Co., Inc. • New York • Chicago • Boston • Atlanta • R. J. Bidwell Co. • San Francisco • Los Angeles

on this Summer are Adam Hats, Maxwell House coffee, Thrivo dog food, Alka-Seltzer's "Alec Templeton Time." Quaker Oats is continuing "Girl Alone." Lewis Howe Co., with no NBC shows last Summer, has two this Summer.

"Crowell-Collier advertising volume for July and August," reports T. L. Brantly, "will show increases over the corresponding months of last year.

"*Cosmopolitan* and *Good Housekeeping* will show sizeable gains in July and August issues," reports E. H. McHugh of Hearst Magazines, Inc. "Due to loss of travel and foreign business, our three class publications have been showing small losses. But *Harper's Bazaar* will just about break even with last year's July and August issues." Declines in *House Beautiful* and *Town & Country* will be "moderate." "*Motor Boating* will probably break even, and *MoTor* and *American Druggist* will show moderate gains."

Don D. Patterson of Scripps-Howard Newspapers, although unable to make specific predictions, believes, "from various indications which we

ordinarily use, . . . that the balance of the year will be in excess of the same period of 1939."

C. D. Jackson of *Life* says "business now on the books for July and August is up 67% over 1939."

Certain executives supplied figures, but requested that they and their publications remain anonymous. A national weekly will be up about 16%. . . . A newspaper representative had almost as much business in the first five months as in all 1939. . . . A woman's magazine will be ahead 30% in July and August. . . . A farm paper will gain 5%. . . .

SM realizes, of course, that some of these increases are not typical. Some media may not make money hand-over-fist this Summer.

But the media mentioned are of sufficient importance to prove that major advertisers believe that our world is not coming to an end.

These advertisers, it appears, are convinced that America is going to earn and buy.

Perhaps, by Fall, America will be earning and buying at "boom" speed.

Goodrich's synthetic rubber, called "Ameripol," likewise has a petroleum base. It is being used to replace from 50 to 100% of the natural rubber in the company's new tires.

Last year domestic consumption of all types of synthetic rubbers totaled 1,700 tons against 592,000 tons of natural rubber. Over 70% of all rubber went into tires. If grim necessity compelled it those figures could be reversed—thanks to laboratories—yet the job would be costly.

Teacups and Paint

Many fortunes have been read in the tea leaves at the bottom of a teacup, but Reardon Co., St. Louis maker of "Modex" and other water paints, is probably the first concern to use a teacup to tell dealers and distributors of their "fortunes" in water paints.

Reardon sought a forceful demonstration of the ease of mixing powder casein paint, its high hiding and self-sizing qualities, economy, etc. Paint contractors once using the product generally become steady customers. A vivid demonstration was needed to interest and persuade non-users.

President J. Vincent Reardon had developed a sample package of Modex. When the contents were mixed with eight teaspoonfuls of water in a teacup, enough water paint was created to coat one side of a blotter, and thus demonstrate the paint's qualities.

He sent his teacup test to distributors, asking their opinion of it. They were favorably impressed and requested samples for salesmen. The latter, armed with teacups, gave dem-

Marketing Flashes

[America Won't Have to Depend on Foreign Rubber—]
[Nickels and Dimes Found a Big, Unknown Business]

Synthetic Rubber

"Crude rubber advanced 30% in price within the past 60 days" Firestone announced last week. World conditions are such that America's supply of natural rubber may be cut off suddenly. Both Standard Oil and Goodrich, however, say that they are making synthetic rubber from petroleum in limited quantities which could be stepped up under necessity.

Standard Oil Development Co., SO of NJ subsidiary, has a plant under construction at Baton Rouge which by the end of this year will have a capacity of 10,000 pounds a day. The product called Buna-N or Perbunan, is similar to the Buna rubbers made from coal which are supplying half of Germany's automotive rubber needs. It is said to be superior to natural rubber in several respects.

Now Esso Laboratories has announced "Butyl, made from petroleum by a more direct and simple process than that required in making our Buna rubber. . . . Present intentions are to manufacture relatively small quantities of Butyl for the specialty market and for testing in tire production. . . . Should it become necessary . . . we

are in a position to manufacture Butyl rubber from petroleum in any required quantities as rapidly as necessary plant facilities can be installed."



B. F. Goodrich Co.'s Ameripol tires are made exclusively from American materials—oil, soap, and water. Dr. W. L. Semon (center) is here compounding it for David M. Goodrich, chairman, (left), and John L. Collyer, president of the Akron rubber firm. A finished tire is in the background.

"SAY MISTER... JUST COUNT THE DINNER PAILS!"

ONE of every seven of the nation's dinner pails are carried in the "Golden Horseshoe." TWO of the nation's leading radio stations blanket this prosperous wage earner market.

Feet beat a steady rhythm through factory gates . . . time clocks ring the tune that means full pay envelopes . . . dinner pails are on the march within the "Golden Horseshoe," that money-making, money-spending area covered by WJR Detroit and WGAR Cleveland.

Count our dinner pails, and you'll find here more than one and one quarter million wage earners at work. That's more than fifteen per cent of the nation's total. They will draw down approximately one and three quarter billion dollars this year, or more than seventeen per cent of the wage earner income of the country . . . cash to be spent for foods, for drugs, for clothing, *for your product!*

Count dinner pails when you're planning that next campaign. And, to reach those who carry them in the great industrial empire of the Midwest . . . count on the Great Stations of the Great Lakes.

WJR
THE GOODWILL STATION
Detroit
WGAR
THE FRIENDLY STATION
Cleveland

Basic Stations . . . Columbia Broadcasting
System • Edward Petry & Co., Inc.,
National Sales Representatives





Front Page Display: Valentine & Co., N. Y., is providing its dealers with this newspaper window display for Valspar varnish and enamels. "Rounded out with other colorful Valspar display material," say McCann-Erickson, N. Y. agents, "the window proved most successful in a test campaign in New York." By cutting off the Valspar mastheads and putting these pages over his local newspapers, the dealer can build up an even more localized appeal. The promotion gives dealers an opportunity to tie-in with Valspar ads running in *Life*, *S. E. P.*, *Collier's*, *Better Homes & Gardens*, *American Home*.

onstrations to dealers and contractors. Dealers, in turn, are now using the teacup test as demonstrations to consumers. National advertising told the paint trade of the test, and hundreds of requests to see it came in.

Anfenger Agency, St. Louis, in charge, went a step further. It bought 800 teacups, attached sample packages of Modex and instructions to the handles and had Western Union boys deliver them to clients and prospective clients.

Reardon asserts that the scheme stirred a tempest of sales in a teacup.

Ponded Roof

Loose-Wiles Biscuit Co.'s new \$2,000,000 bakery, under construction at Oakland, Cal., will have a lagoon of water four inches deep covering the entire roof. The novel feature, called a "ponded roof," represents a recent innovation in insulation that has been highly successful. "Cool fresh water will be constantly surging across the great sundeck of the building, aiding in maintaining a uniform temperature which is important to successful baking, as every housewife knows."

Materials and supplies will be stored in the bakery basement. Refrigeration and air conditioning will be provided in the storage as well as at other points. Materials will be automatically conveyed to the second floor for mixing. After batching they will be delivered by gravity to the world's largest and longest biscuit ovens on the main

floor. After baking, the products will be conditioned on a 1,000-foot conveyor which will deliver them immediately to the packing department.

Pick and Take Business

Ever come downtown with a headache, toss a nickel across the counter, pull an envelope containing a dab of aspirin tablets off a counter-card and go hopefully about your work? If you've done that, probably you've been a customer of H. B. Laymon. Never heard of him?

Mr. Laymon operates as the World's Products Co., of Spencer, Ind., a town of 2,200 population. Last year he sold more than 100,000,000 aspirin tablets, more than 100,000,000 razor blades, some 500,000 sun goggles and 1,000 tons of hair preparations, as well as vast quantities of 256 other items. He has distribution in every state and 20 over-seas countries. His largest foreign outlet is in Bangkok, Siam.

Eighteen years ago with a dozen dollars or so, he went to work on the theory that nickel goods could be sold readily over the counters if so placed that all the customer had to do was to pick and take. He rented a little room in his home town and piled into the job. His first test was made with aspirin. He bought in bulk, cautiously, packaged it, three tablets to an envelope, mounted the envelopes on a card.

When the scheme panned out in Spencer, he began to expand. When

his venture had returned \$25 in profits he shot the works in advertising for salesmen. Technically, he was looking for distributors. He sold his men sales kits and carefully selected stocks of items—for cash. They went out and peddled them. Today some 13,000 men scattered all over the world are placing his products on counters. He manufactures nothing.

World's Products Co. now has 30 established distributors in various cities of the United States who buy from him for cash, warehouse, and sell to the road men for cash. It also sells to regular wholesale and drug jobbers. A single recent order was paid for with a check for \$10,305. His mail order trade has boomed Spencer into a first class post office with free delivery. Ninety-eight per cent of his products still retail for five and ten cents.

The company now occupies three business buildings in Spencer, employs 125 persons, mostly girls and young women, and has the most modern packaging machinery available. It is a remarkable example of what can be done when small unit sales reach high volumes in the face of necessarily limited mark-ups.

Another Cereal?

"But my stock is top-heavy now. What do you mean, a new cereal?"

To combat this all-too-usual reflex from grocers was the task of Centennial Flouring Mills Co., Seattle, when introducing its new "Gervita." Yet within three weeks the company achieved 75% distribution in its Pacific Northwest territory.

Prior to salesmen's calls, grocers were sent a series of bulletins. These did not attempt to sell Gervita, but stated reasons why it is "charged with vitamins . . . loaded with energy." Milling processes were explained, to show why this whole wheat cereal was milled with the coarse bran removed and super-charged with Vitamin B₁, B₂, B₆, and E added as fortification.

Preparing the ground ahead of time materially increased the effectiveness of salesmen's calls. Because they were informed of Gervita's scientific background grocers were gracious about putting up banners, and arranging displays. All stores cooperating posted a "Public Notice" in a prominent place which told how "Science takes a step . . . Centennial gives you Gervita, synonym for energy."

The package—which harmonized with other members of the Centennial family—has a new patented type of closure, a "handy hatch" on top which lifts up to reveal a sliding tin plate as a spillproof, tight closure.



What... another new magazine?

**YOU MIGHT CALL
IT THAT!**

Question: Who reads it?

Answer: A million American women, their families and friends who borrow it.

Question: That's a lot of people, isn't it?

Answer: Yes—more than the circulation of many a worth-while magazine.

Question: Where do these people live?

Answer: In better-than-average neighborhoods all over America.

Question: How do they buy the magazine?

Answer: Two-thirds of them at newsstands; the rest have it delivered, pay in advance.

Question: How much does it cost to advertise in it?

Answer: Nothing—for it is the million copy XTRA edition of the Ladies' Home Journal now being printed to care for the Journal's 6-year circulation increase of over a million XTRA buyers!

★Over 1,000,000 new buyers in 6 years! (And no increase in advertising rates!) Here is how women bought three million extra copies: Newsstand sales gain, 144%. Subscription gain, 30%.

● Yes, the Ladies' Home Journal has increased its circulation by a million copies in the past 6 years!★ An *extra million copy circulation* means an extra million buyers — for Journal advertisers.

Two-thirds of this phenomenal growth has occurred in newsstand sales, considered by many the most voluntary type of circulation.

Advertisers are seeking the Journal also. Not only because the Journal reaches the world's largest paid magazine circulation (over 3,500,000 women buyers). But because women reach for the Journal eagerly. Journal advertising increases this year have been steady — up 36% for July, the current issue.

LADIES' HOME JOURNAL

AN XTRA MILLION BUYER-READERS

Business-Consumer Relations

Radical Type of Consumer Leader May Use War Emergency as Means of "Taking Over"—Just Why Is Consumer Education Necessary?

THE war in Europe may come to the United States or this country may only feel the effects of that conflict, but whichever the case may be, there does exist and will continue to exist a "war emergency." This covers all the aspects as well as all the actualities, and points the things which might be done, and the things which must be done, to meet an endangering situation. In some cases, if not in many cases, it will provide just the opening wanted by opportunists to put over their economic theories and ideas.

"War Emergency" a Wedge

Especially in the fields of production and distribution as they have to do with "consumer protection" is this a possibility. While business and consumer rank and file will be concerned chiefly with the larger considerations of defense, there is a strong probability that some of those who are more interested in the consumer movement as a means to an end will use the "war emergency" as the wedge for the introduction of long-advocated and so-called reforms for consumer welfare.

To Get "What They Want"

It has been reported on more than one occasion that reputed consumer leaders have declared their intention of using the "emergency" created by the European war to "get what they wanted." How is not suggested; but there are ways—the extension of bureaucratic control over productive and distributive methods; the promulgation of new rules covering manufacture and sale of consumer goods; the setting up of politically inspired procedures, regulating, prohibiting, circumscribing; the creation of new commissions or appointment of new committees for consumer protection. All these in the name of "war emergency"—and with results that could be immediately and permanently harmful to both business and consumers alike.

Some Emergency Measures Necessary

While it is admitted, of course, that the war will call for emergency measures, those measures need not,

and should not, be of a character basically revolutionary, for once they are instituted it may be difficult to remove them later from the industrial and commercial structure.

To obviate this situation, and to save both business and consumers from it, extreme watchfulness is recognized as important. Business and consumers will be patriotic, but they will at the same time have to see that others do not act politically against the mutual interests of those who sell and those who buy.

A Business Opportunity

The prospect of war emergency restrictions is being spoken of in some business quarters as something of an urgent reason for getting over to consumers a better understanding of business as the nation's strength in war as well as in peace. It is held that the situation presents an opportunity for dramatic lessons in free enterprise, and its contribution to the protection and the welfare of the individual. The time was never more favorable, it has been pointed out, for overcoming some of the existing consumer attitudes owing to the lack of understanding of the business function.

Wide Effort Urged

Every method and channel available for consumer education is advocated for wide business-consumer relations programs for the protection and maintenance of the American system of competitive business enterprise. Special advertising copy, the use of brief and appropriate statements in regularly scheduled selling copy, speakers, exhibits, spot radio announcements, study material for educators in schools and colleges, as well as women's groups and study clubs, have been mentioned as a few of the obvious methods. Such a program is heartily believed in as protection against totalitarianism in whatever guise it may threaten during and after the war.

The Milk Industry, Again

For several years there has been agitation against the milk industry, with local "consumer protective" groups active in various sections of the country to "safeguard" the public against profiteering, monopoly and other prac-

tices of which milk companies have been said to be guilty. The milk question has had the attention of some of the leaders as well as some of the more active "consumer" organizations.

Now comes the announcement that the anti-trust division of the Department of Justice will investigate parts of the food industry, with milk coming in for first attention and then going food prices in this country," an other necessities of diet—with the prospect that the inquiry even may become national in scope.

Probe Linked with War

The inquiry "is particularly important at the present time when the European war may well result in skyrocketing food prices in this country," an announcement stated, and the investigation is based on the following specific complaints: Collusive action by the major milk companies to maintain an artificial distinction between Grade A and Grade B milk in order to exact unreasonable prices from the consumer; maintenance through combinations of artificial prices for milk sold to the consumer, and combinations to coerce retail distributors of milk in various ways.

The first inquiry will be in New York City and will have the cooperation of the Mayor who has been a heated critic of milk distributors. The Milk Consumers Protective Committee has issued a statement supporting the investigation.

Dairy Executive Responds

A statement issued by Thomas H. McInerney, president, National Dairy Products Corp., with reference to the milk investigation, declared that repeated governmental inquiries have shown that there is no monopoly in milk, nor are there excessive profits.

"This is a poor time for the government to be frittering away its time and ours when there are so many more important things to do," said the dairy executive.

However, Mr. McInerney pledges cooperation "just as we have in numerous investigations in the past."

"War Profiteering" a Theme

"War profiteering," the theme of discussion frequently heard among some elements in the consumer movement, was also given an airing at the recent national convention of the League of Women Shoppers held in New York City. The League has a "committee opposing war profiteering," and there is also a New York City "Coordinating Committee Against War Profiteering."

In telling of the work of this com-

**NO THANKS,
I'm a family man!**

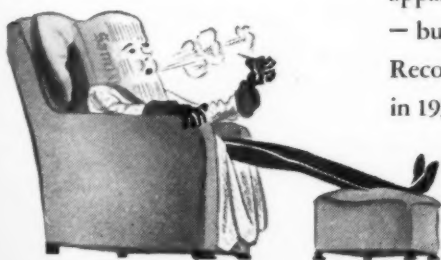


◆ Some fellows are just cut out to be family men. And that's the way it is with me. Why, I'm just full to the brim with home interests. When the folks get together to make up their minds about what kind of car to buy, what refrigerator, what brand of radio . . . and how much they're going to spend, I'm the one who gives them ideas and helps them to decide.

◆ Yep, it's a big job—an all day job—being a family man. I even go along with the lady of the house to shop for the groceries. She says I'm a big help . . . pointing out special values, keeping her posted on new foods, planning menus!



Because the Los Angeles Times is fashioned for family reading, it is quite naturally the preferred newspaper with Southern California families. This preference is not only apparent in the volume of Times circulation — largest morning circulation on the coast — but in its quality. More than 85% is delivered directly to homes by carrier. Media Records sums it all up at a glance — year-in and year-out The Times is first in its field — in 1939 by over three million lines.



LOS ANGELES TIMES
REPRESENTED BY WILLIAMS, LAWRENCE AND CRESMER
NEW YORK. CHICAGO. DETROIT. SAN FRANCISCO

mittee, which led the protest in the one-cent increase in the price of bread several months ago, the chairman suggested that neighborhood committees against war profiteering should be set up as "consumer clubs." This technique of "neighborhood" groups has been advocated previously in some consumer quarters.

The League of Women Shoppers is said to have been founded to furnish information on labor conditions and to encourage consumer support of higher standards for workers. It apparently has extended its sphere of interest.

Standards to the Fore

The ever-present subject of standards for consumer goods, advocated strongly by consumer leaders and recognized by many business men as an inevitable development, had an echo this month in an announcement that the National Food Distributors Association is throwing the weight of its organization behind a movement for minimum standards for salad dressings, other than mayonnaise. Here is an instance of business seeking the standard, instead of the consumer, but actually this is not new since many standards for consumer goods already promulgated by the National Bureau of Standards were at the instance of industry.

Aid to Merchandising

But the value of consumer standards as an aid to merchandising is given substance by the food distributors group. It says: "The average distributor is faced with an array of salad dressings designed to sell at various prices. They are all salad dressings so far as the trade and the consumer are concerned, but there may be a wide variation in their ingredients. If some agreement can be reached as to what constitutes a salad dressing, other than mayonnaise, some of this confusion will be eliminated."

Move Is Significant

The significance of this move is greater than would be indicated by interest in a standard for what may be regarded as a relatively unimportant item—such as salad dressing. But the same confusion and trade difficulty encountered by the food distributors in handling that product is experienced in most lines of consumer goods, and for that reason minimum standards are being sought by various industries.

For instance, especially valuable progress in this direction is being made by manufacturers of electrical household equipment and devices through the efforts of the National Electrical



Manufacturers Association, working with the American Standards Association.

Consumers Not Informed

Unfortunately, consumers generally do not know what industry is doing in their behalf through the voluntary development of standards, and even few consumer leaders are acquainted with it. The vague impression usually conveyed by advocates of consumer standards is that business for the most part is not interested in the subject, and that legislation is needed to force industry to adopt standards as a protection for the consumer.

Industry has made commendable advances in this field, and its record to date provides an argument to consumers for their cooperation in continuing voluntary development of standards. Consumers should know that forcing standards through the wrong kind of legislation, could also bring regimentation of production and regimentation of consumer choice.

Minority Pressure Great

It is argued, at times, that the average consumer would not recognize a set of standards if he saw one, and consequently there is no sufficient demand for them. This view has been adopted by some business men as the reason why they should not concern themselves with minimum requirements for products.

It is overlooked, however that the minority pressure for standards is great, and while it may take some time for the idea to gather wide consumer support, the minority demand is strong enough to force reasonably early legislative enactment. Hence the importance of voluntary standards, and their use as a merchandising advantage and as a vital factor in advancing business-consumer relations.

Why Consumer Education?

Why is consumer education needed in the schools of the country? This has been asked many times, and is still being asked—principally with a desire to shape the subject matter of such instruction to meet the future practical needs of students. Many answers have been given to the question—ideas frequently have been at variance—but here is one reason for consumer education as stated by a speaker at a recent regional consumer education conference and reported in the Consumer Education News Letter of the Institute for Consumer Education:

"When 5% of the population set the social standard for the remaining 95%," said Ray G. Price of the University of Cincinnati, "the need for consumer education is as obvious as 2 plus 2. The amateur consumer is continually bombarded by an expertly planned selling campaign, executed by a group of well-drilled professional sharp shooters, who, to a great extent," he maintained, "set the pattern of consumer choices."

"As long as the consumer, like a rat in a maze, is uncertain which way to turn and 'is permitted to go merrily along in ignorance and confusion, so long will he continue to encourage the production of undesirable goods,' stated Price. 'The schools are failing to meet the problem of youth today, if consumer education is not included as a part of the curriculum. A prominent place must be provided for this important aspect of education.'"

In some academic circles and sections of the consumer movement—too many of them—business generally is considered that bad, and the plight of the consumer that serious.

The Lawyers Guild

The National Lawyers Guild, which some time ago entered the consumer movement by the appointment of a Committee on Consumers and Cooperatives to report on bills before the Congress which most directly affect consumers, again is in the news. This time, it has to do with the resignation of member A. A. Berle, Jr., assistant Secretary of State.

According to reports, Mr. Berle, said he left the Guild because it is "not prepared to take any stand which conflicts with the Communist Party line." Earl Browder, general secretary, Communist Party of the U. S. A., in his testimony last year before the Dies Committee Investigating un-American Activities, included the National Lawyers Guild in a list of organizations which, Mr. Browder said, were "Communist transmission belts."

SELL OUT

Fastest moving, biggest selling 25¢ magazine
on the stands. 44 out of every 100 general
magazines sold are **COSMOPOLITANS**



Cosmo
GWTW

Federation Charges Sales Executives with Guardianship of "American System"



In and Up: Harold J. Cummings, vice-president, Minnesota Mutual Life Insurance Co. (left), succeeds Arthur W. Ramsdell (right), director of sales, The Borden Co., as president of the Federation, while Mr. Ramsdell assumes the chairmanship.

THE biggest task and obligation facing American sales executives for the coming year is that of consciously and aggressively selling the American system back to the American people, and, through their millions of contacts with the public, of helping to arouse an active awareness of the need for mental as well as mechanical rearmament.

This theme dominated the three-day meeting of the Fifth Annual Convention of the National Federation of Sales Executives which closed in Milwaukee June 8. It was by some odds the biggest and most successful gathering in the Federation's history. More than 1,000 attended the banquet. Harold J. Cummings, vice-president, the Minnesota Mutual Insurance Co., was selected to head the group for the coming year.

The theme of the meeting was "New Horizons in Selling." One session was devoted to "Marketing Trends"; another to "Sales Management Methods and Contingent Factors"; a third to "Dramatized Sales Management," and the final one to a clinical discussion of salesmanship problems.

At the opening luncheon Col. Frank Knox, president and publisher of the Chicago *Daily News*, pleaded for

speed in the rearmament program "to keep the war away from America," and expressed the belief that the United States should give immediate and substantial help to the Allies to any degree short of sending armed forces to Europe.

At the Thursday afternoon conclave Dr. J. Frederick Dewhurst of the Twentieth Century Fund (whose recent study of distribution costs precipitated such a voluble flow of words both from marketing men and certain critics of American business) spoke on "The Economic Outlook for Sales Executives." Dr. George Gallup, president, The American Institute of Pub-



Business Pioneering: C. S. Fletcher, general sales manager, Studebaker Corp., tells Federation members about the headaches, heartaches and backaches of launching a new automobile.

lic Opinion, told how the wheels go around in poll-taking, and summarized briefly the trend of public thought in recent months on such subjects as the war, political candidates, government regulation of business and government regulation of labor. The session concluded with an address by O. E. Jones, vice-president, Swift & Co., on "Sales Problems for the Next Twelve Months."

Arthur W. Ramsdell, vice-president, The Borden Co., opening the Friday

session with a talk on "Selling Your Company to Your Organization," outlined some of the ideas his own firm has adopted to give workers a more adequate understanding of the institution and the aims of its management. One significant fact brought out was that, in the business of which he spoke, it takes a capital investment of more than \$4,000 to give any one employee a job.

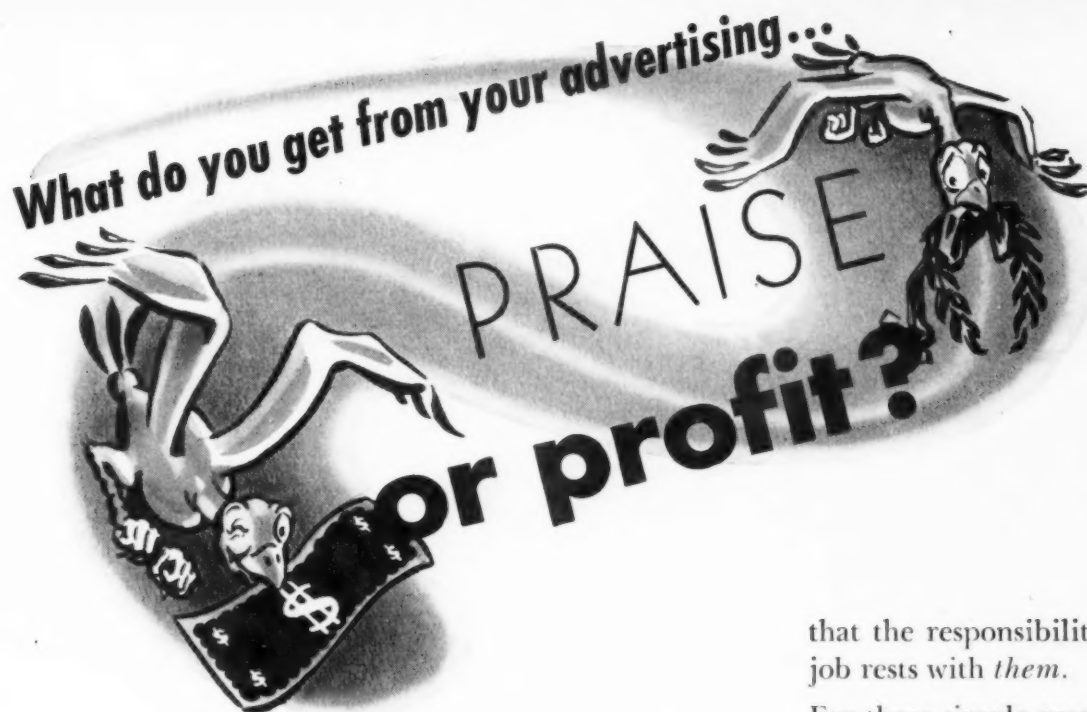
Representing the consumer point of view, Mrs. Rudolph M. Binder, president, New York Federation of Women's Clubs, explained some of the reasons behind the rapid development of the consumer movement, and made some suggestions concerning what manufacturers might do to help women become more intelligent buyers. C. S. Fletcher, general sales manager, The Studebaker Corp., dismantled the whole of the research and sales and merchandising program which so successfully launched the new Champion car, and gave the audience an analysis of its main features.

Dr. Lyndon O. Brown, director of marketing and research, Lord & Thomas, enumerated seven sales tools which every sales executive who seeks a



Winner: The SALES MANAGEMENT award for the most outstanding job done during the year by a local sales managers club affiliated with the Federation, in helping salesmen in its community, this year went to the Rochester group. It was presented by K. N. Merritt and accepted for Rochester by William J. Smith (above), sales manager, R. J. Strassenburgh Corp.

SALES MANAGEMENT



- In consumer advertising it may be possible to lean heavily upon pretty pictures and get both praise and profit.
- In business paper advertising, if you are getting much praise from anybody but the readers of the business papers to whom your advertising is addressed, you should seriously question its true effectiveness.

That is not just theory. Many business paper advertisers who have changed from pretty "pride" copy to the kind of copy that tells what the readers really need to know, now measure its effectiveness in profits — not kind words.

These companies discovered another simple fact . . . that one of Management's greatest opportunities to increase profits was to make business paper advertising

carry a real share of the sales load. Unfortunately, one thing that escapes many executives is



that the responsibility for this job rests with *them*.

For these simple reasons:

ONE To make your business paper advertising pay, you must first determine and clearly define your best markets. (Surely *this* is a job in which *you* should participate.)

TWO To make business paper advertising pay, you must carefully analyze your sales and advertising objectives, making sure that they are valid and adequate, because you'll never get any more selling out of your advertising than you put into it. (Surely your executive judgment is just as important here as in the determination of your company's manufacturing and sales policies.)

- At very small cost you can prove this for yourself on any product sold to business.

The Associated Business Papers

369 LEXINGTON AVE., N. Y. C., CAledonia 5-4755

Highest editorial
standards and pub-
lishing integrity



LOOK FOR THE TWO HALL-
MARKS OF KNOWN VALUE



Proved reader in-
terest in terms of
paid circulation

The Associated Business Papers
Room 2436, 369 Lexington Avenue
New York City

Please send me, without obligation, the
booklet checked (or both).

☐ "Intensive Advertising"
by John E. Kennedy

☐ "Tell All . . . a Practical Guide to
Successful Business Paper
Advertising"

Name

Position

Company

Street

City and State



(Left) Vice-Presidents Three: K. N. Merritt (center), general sales manager, Railway Express Agency, is a newly elected vice-president of the Federation. H. C. Anderson (left), general sales manager, the Globe-Wernicke Co., and Hugo A. Bedau (right), Marchant Calculating Machine Co., were re-elected.

(Right) Regional Directors: Newcomers in the group of regional directors of the Federation are Howard McKay (left), sales manager, Foster & Kleiser; W. K. Doggett (center), assistant vice-president, Irving Trust Co., and E. L. Blanchard (right), general sales manager, Higginbotham-Bailey-Logan Co.



"streamlined 1940 management" should apply to his business:

1. Complete market facts—in the sense of exact measurement of the total consumer volume in a given industry, with breakdowns by competition and by geographical sources of volume.

2. Complete distribution facts which measure the flow of merchandise through shifting trade channels.

3. Time and duty analysis for salesmen.

4. Complete sales analyses covering every individual sale, showing cost and profit per sale.

5. More scientific use of marketing potentials.

6. Better pre-testing of products and sales campaigns.

7. Better coordination of sales with advertising.

The big ball room was jammed to capacity for the meeting on dramatized sales management presented by Jam Handy, president, the Jam Handy Organization, Detroit, and a cast of 80 actors and musicians. Through the courtesy of Chevrolet, Buick, Johns-Manville, Hoover, Standard Oil of Indiana, and other companies, the dramatic handling of specific sales problems was demonstrated in skits, playlets and films, packed with action and humor. They showed how the Broadway technique could be applied to such routine selling situations as the introduction of a new product, the launching of a new advertising campaign, selling a company as an institution to its field force, and demonstration of the need for better planning and more constructive handling of sales meetings.

In the headline address at the banquet Friday night, Congressman Mar-

tin Dies made a stirring plea for national unity in meeting the present world crisis. He laid facts on the line to prove the existence in this country of an active fifth column, and emphasized that Americans need to "develop the same enthusiasm for democratic ideals that citizens of totalitarian countries have developed for totalitarian ideals."

The SALES MANAGEMENT Magazine cup awarded each year to the club in the Federation that has done the most for salesmen in its community, went this year to the Rochester group. It was presented by K. N. Merritt, and accepted by William J. Smith, sales manager, R. J. Strassenburgh Corp., Rochester delegate. At the same time Roy Warmee of Philadelphia reported that the Howard G. Ford award for "the most outstanding contribution to the field of distribution" was presented jointly to the Proctor Electric Co. and their advertising agency, John Falkner Arndt and Co., both of Philadelphia.

At the final session Richard C. Borden conducted a "Lost Sales Autopsy," and John Wesley Coates, conductor of sales training schools, spoke on how to develop sales personality. Warren K. Rishel closed the meeting with a discussion of the place of the sales executive and the salesman in the educational movement being sponsored by the Federation.

Two luncheon hours were devoted to an interchange of ideas among club president, program chairmen and delegates on such problems as finding good speakers, putting on salesmen's meetings, building up membership, etc.

A special vote of appreciation was tendered to the following committee men from the Milwaukee Club, who

acted as hosts and arranged the program:

General Chairman—D. H. Beisel, Wadhams Division—Socony-Vacuum Oil Co., Inc.

Co-General Chairman—Robert J. Delehanty, Multigraph Sales Agency.

Program Chairman—John U. Heuser, Cutler-Hammer, Inc.

Publicity Chairman—James B. Gavan, Morton Salt Co.

Attendance Chairman—C. A. Netzhammer, Northwestern Furniture Co.

Entertainment Chairman—Walter F. Dunlap, Klau-Van Pietersom & Dunlap Associates, Inc.

Finance Chairman—John H. Kopmeier, Wisconsin Ice & Coal Co.

Ladies' Chairman—Loring T. Hammond, Moe Bros. Milwaukee Co.

Registrations—J. C. Kilbert, Harley-Davidson Motor Co.

Printing—Wm. Krueger, Jr., W. A. Krueger Co.

Reception—Robert Pieper, O. R. Pieper Co.

Exhibits—Henry Dropp, Milwaukee Gas Light Co., and E. J. Hoslett, Curtis 1000, Inc.

The complete slate of officers for the Federation for the 1940-41 term includes:

President

Harold J. Cummings, St. Paul, Minn.

Vice-Presidents

Hugo A. Bedau, San Francisco, Calif.

K. N. Merritt, New York, N. Y.

H. C. Anderson, Cincinnati, Ohio

Treasurer

Bernard Lichtenberg, New York, N. Y.

Secretary

Warren K. Rishel, New York, N. Y.

Regional Directors

Donald H. Beisel, Milwaukee, Wis.

Wallace Watson, Boston, Mass.

W. K. Doggett, New York, N. Y.

Harold J. Cowell, Philadelphia, Pa.

J. E. O'Leary, Pittsburgh, Pa.

Alan E. Turner, Baltimore, Md.

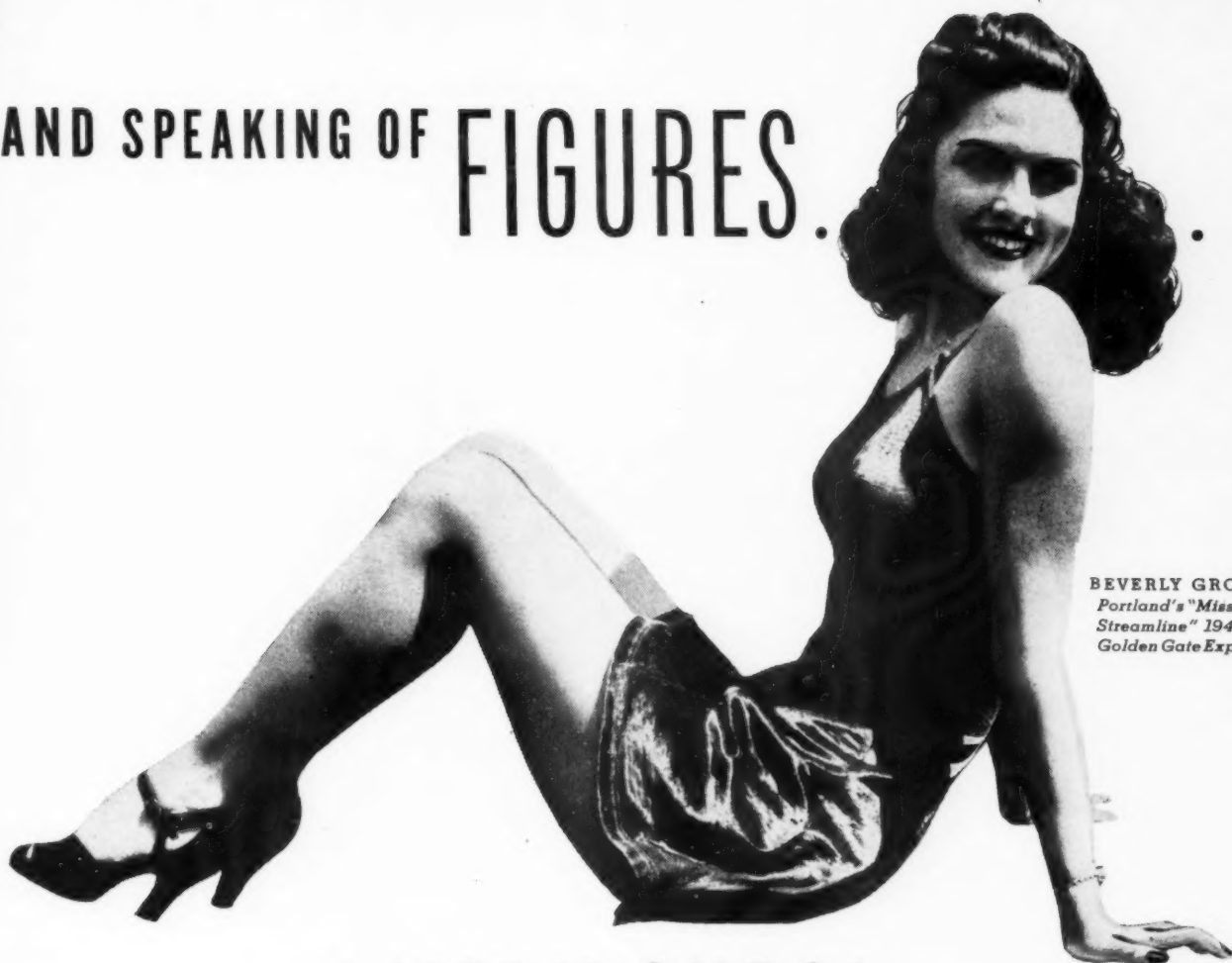
J. G. B. Fletcher, Birmingham, Ala.

J. Sadler Shaw, St. Paul, Minn.

Early R. Cass, Tulsa, Okla.

E. L. Blanchard, Dallas, Tex.

AND SPEAKING OF FIGURES. . . .



BEVERLY GROSS
Portland's "Miss
Streamline" 1940
Golden Gate Exposition

TAKE A LOOK AT OURS!

132,026
DAILY

163,776
SUNDAY

OREGONIAN daily circulation has climbed steadily, from 92,458 as of September, 1933, to its present, all-time high of 132,026—entirely without benefit of premiums, contests or paid solicitors. By the fall of 1939 this natural "reader demand" had placed THE OREGONIAN so far ahead,

that the other Portland paper, THE JOURNAL, bought out an afternoon competitor, acquiring 54,000 "consolidation" circulation. Yet, in spite of this "shot-in-the-arm" . . . the difference in the daily circulation of THE OREGONIAN and THE JOURNAL is now less than ten thousand. *Ask yourself . . .*

Which is better for your business . . . a newspaper which buys its circulation . . . or a circulation which buys its newspaper?

THE OREGONIAN

THE GREAT NEWSPAPER OF THE WEST • PORTLAND, OREGON

National Representatives:

PAUL BLOCK & ASSOCIATES . . . New York, Chicago, Boston, Detroit, Philadelphia, Cincinnati, San Francisco, Los Angeles, Seattle

JUNE 15, 1940

[75]

Howard McKay, Los Angeles, Calif.
A. H. Carter, Montreal, Canada.
E. W. Carroll, Memphis, Tenn.

Organization of Executive Committee

Officers

Harold J. Cummings, St. Paul, Minn.
Hugo A. Bedau, San Francisco, Calif.

H. C. Anderson, Cincinnati, Ohio.
K. N. Merritt, New York, N. Y.
Bernard Lichtenberg, New York, N. Y.
Warren K. Rishel, New York, N. Y.

Directors

Raymond Bill, New York, N. Y.
W. V. Ballew, Dallas, Tex.
W. K. Doggett, New York, N. Y.
Donald H. Beisel, Milwaukee, Wis.
J. C. Aspley, Chicago, Ill.

This Simple Idea Is Increasing Our "Pick-up" Orders 500%

BY LOUIS H. BRENDAL

Manning, Maxwell & Moore, Inc.,
Bridgeport, Conn.

A STUDY of our last year's sales statistics disclosed the astonishing fact that although we had received some 70,000 orders during 1939, our salesmen had actually *picked up less than 5%*. The rest had been phoned or mailed to our general or branch offices.

We manufacture pressure gauges, safety valves and other products in the "steam specialty" classification. To sell this equipment we maintain a national field sales force of some 40 salesmen located in the principal industrial trading centers. A considerable percentage of our sales are made through jobbers. To insure this volume, our men must do a large amount of missionary work. Similarly, they may have to work for months with consulting and designing engineers on the specifications of new power plants—and never see the order even though they are responsible for our equipment being specified and subsequently furnished.

Obviously, it would be foolish for our salesmen to ask for these orders, for the engineers do not have them to place with us even though they so desire. The natural result of this kind of work is that our men make many calls where they don't ask for an order *when they really should*. Frequently, after making a first-class demonstration, all they would have to do to get an order is *ask for it*.

A year or so ago we had a jobber missionary man who was running rings around all of our other missionary men in the number of orders he could pick up for our jobbers. Finally, we spent a week studying how this man worked. It turned out that the secret was so simple we could scarcely believe we had found it. It was simply that this chap *asked for the order*. And then he had a faculty of going "stone deaf" while the

prospect told him why he couldn't buy. Then the star would ask the prospect again for the order. This went on as long as was necessary to get the order—and it's surprising what a high score he made.

What we were looking for was something that would inspire our regular salesmen with the "order getting ability" of this missionary man—on those calls where it is desirable.

The idea we finally hit on may not be the final answer, but it's a swell start. If our sales force just keeps on going at the rate it is right now, without any improvement for the rest of the year, it will pick up *500% more orders than last year*. We are considering only the number of orders now, and not the relative values for the two years.

Here's how we did it. Each man was furnished with a couple of pads of brilliant red stickers bearing this message:

CHECK ONE UP FOR ME

I walked out of the customer's office with this order.

It wasn't mailed or phoned to me, and I didn't pick it up at our office.

Initial

Our sales manager, C. H. Butterfield, wrote a letter of explanation to our men, which said in part:

"All of us who are engaged in sales work know that there is no thrill quite like 'getting the order in our hands.' It is one of life's greatest moments to give your breast pocket a pat realizing that you have at last tucked the order away there. . . .

"We must all realize that our work isn't over after we've made a good demonstration of our products. It is true we have to do missionary work—but we must do more. *We must get the order as often as possible*. Jobbers' salesmen appreciate this fact for many of them work on a commission, and it's a case of 'no orders—no eat.'

"Three very worthwhile things happen when you are able to get the order in your hands. In the first place, you have definitely

eliminated any possibility of the order going to a competitor after you have done the preliminary groundwork. Second, you have started to create a habit of buying from you (if this is the customer's first order to us); and third, as you all know so well, you have given your old self-confidence a big boost, and you really do a better job the rest of the day.

"Let's make an effort this year to see if we can't all get a larger percentage of the orders in our hands at the time we make the call. Perhaps from time to time we may publish a score board showing who is leading among our order-grabbers.

"To make certain our Bridgeport people credit you with every order you actually send in, we are asking you please to attach one of the enclosed stickers to each such order. (When the pad is gone, we'll be glad to send you another—just ask for it.)"

We recently sent each man a report on how much improvement he had made so far this year in "getting the orders in his hand." Soon we plan to give them the standing of how many orders each man has picked up personally and how he compares with our other men.

✓ Check One Up for Me!

I walked out of the customer's office with this order.

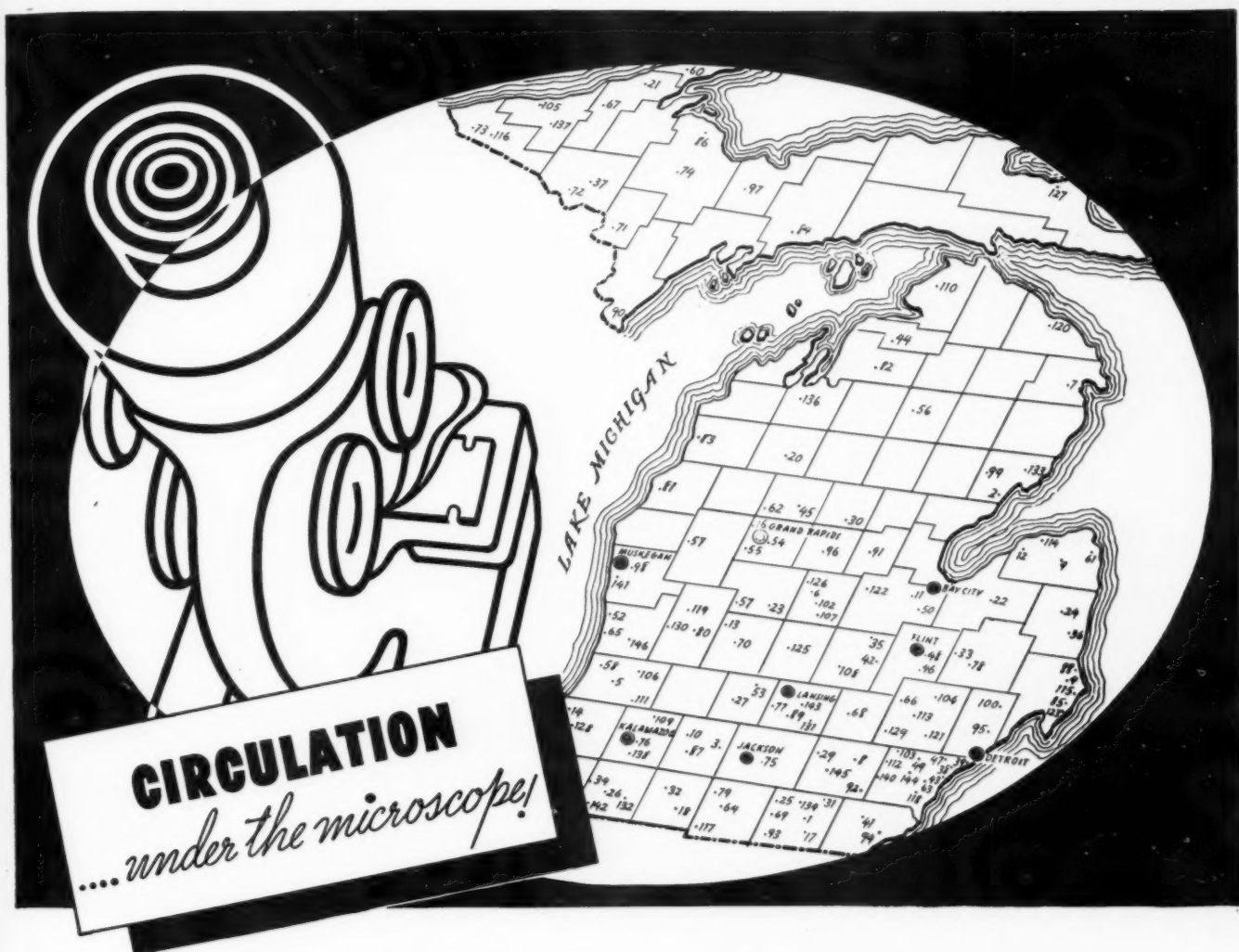
It wasn't mailed or phoned to me, and I didn't pick it up at our office.

Initial

A pebble starting an avalanche of orders.

One of our divisional managers recently spent a few days working with a man who has been in a territory (after several years of office work) for only a little more than a year. The salesman after certain calls would ask the divisional manager what criticism he might have of the way he (the salesman) conducted the interview and presentation. The divisional manager said they were splendid except for the fact that the salesman had not had the courtesy to *ask the prospect for an order*. He pointed out to the salesman that after the prospects had been courteous enough to listen to the salesman's story, *he* owed them the courtesy of showing his appreciation by asking for an order. At first the salesman was surprised, but he soon caught the subtle meaning, and the next day proudly tucked four orders with stickers on them into his daily report envelope.

We are confident we will continue for the rest of the year with at least five times as many orders picked up every day as last year. And, what's more important, our salesmen will have profited greatly in better "closing technique" and more pleasure in selling.



A QUICK check of this map of the State of Michigan, from Mill & Factory's circulation breakdowns, shows how closely Mill & Factory's circulation parallels industrial activity in each county of the State. It proves that in this section, as in every other section of the country, *Mill & Factory reaches the buying and specifying authorities in important industrial plants.*

The industrial distributors' salesmen who call frequently on the great motor plants of Detroit and Flint, the industrial plants of Lansing and Jackson, the furniture factories of Grand Rapids, *know the men who buy and specify* in these plants. From these names, they make up the circulation lists of Mill & Factory to these plants, and pay for every copy. These

distributors' salesmen make frequent checks to be sure that changes in personnel do not waste their money — double insurance against waste of your advertising dollars, too!

This is the method by which Mill & Factory reaches more than 23,000 of industry's key men. Learn more about the Mill & Factory Method! Write Conover-Mast Corp., 205 E. 42nd St., New York City; 333 N. Michigan Ave., Chicago.

MILL & FACTORY

A Conover-Mast Publication

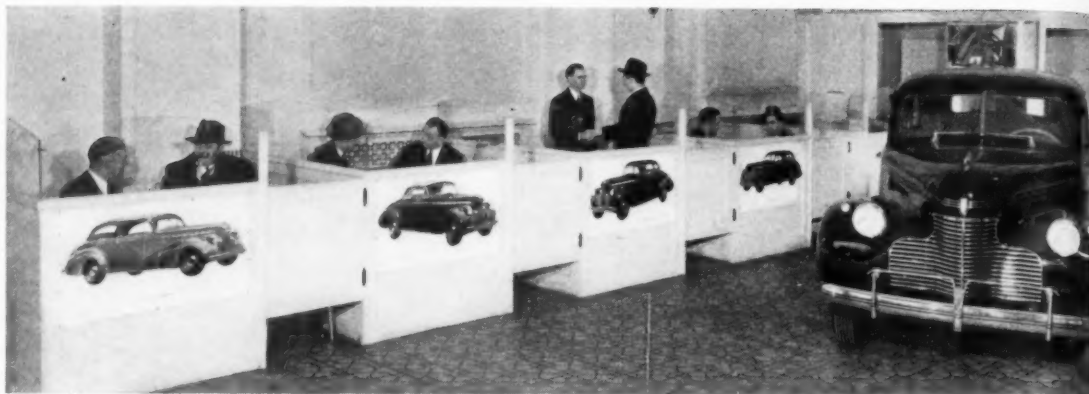
Advertising Offices: NEW YORK — 205 E. 42nd Street; CHICAGO — 333 N. Michigan Avenue

15% To 20% Of Industry's Key Men Shift Every Year



Mill & Factory Covers Today's Buyers --- Not Yesterday's

Each crew manager at Highland Chevrolet has a private closing booth with his name and title on the glass—just one of many means used by that business psychologist, President Hunt, to keep his salesmen purring...and busting ever-bigger quotas.



Policies That Sell Chevrolets at the Rate of One Every 89 Minutes

Highland Chevrolet men think and live and breathe success . . . they are experts at using up-to-date selling tools . . . and while they do not use a standard sales talk, the procedure for creating a prospect and making a sale has been reduced to a definite pattern.

HIGHLAND Chevrolet Co., Detroit, has sold more than 25,000 automobiles and it is selling others at the average rate of one every 89 minutes of every working day. The application of sound principles of sales psychology and sales management have been chiefly responsible for its notable success. In fourteen years Highland has become the largest Chevrolet dealership in Michigan and one of the ten largest in the country. Furthermore, James S. Hunt, founder and president, takes care to let such facts be known.

Mr. Hunt is a practical business psychologist. He knows that people naturally love a winner. They like to follow the crowd. They like to do business with a successful firm. The prospect who would procrastinate under other conditions becomes eager to buy when exposed to an atmosphere of bustling activity.

Mr. Hunt knows, too, that salesmen love recognition, appreciation and prestige.

All this is readily apparent to one who enters the Highland Chevrolet salesroom. There are the usual cars on display, a mounted chassis, a parts cabinet, and attractive furniture. There are also numerous evidences of success and big business. Mounted on the rear wall in front of the visitor as he enters is a large, painted board

which proclaims the facts mentioned above concerning the number of cars sold and other evidences of success.

At one end of the board is the number of current-model Chevrolets sold by this dealer to date. This figure is posted daily, and as Highland Chevrolet sells upward of 2,000 new cars a year, the figure always is an impressive one. It conveys the impression that everybody is buying Chevrolets—and buying them here.

Also on the rear wall, over on the other side, is a board on which are mounted the names of sales managers and salesmen employed here. Elsewhere around the walls are banners, pennants, and plaques, all proclaiming the success of Chevrolet in general and of this dealer in particular.

Immediately ahead of the visitor, across the rear, are enclosed offices, each bearing the name and title of an executive. On the left is a row of five closing booths, each bearing the name and title of a sales manager.

There are five sales managers in the new car department, to say nothing of used cars and service. Perhaps four of these should be classed as crew managers, instead, but Mr. Hunt believes in giving his salesmen recognition and prestige, so he identifies them publicly as sales managers.

The new car sales manager performs much the usual duties. The four as-

sistants or crew managers, under him, hire and train salesmen, conduct sales meetings, supervise, and help close, in addition to selling on their own account. All are 100-car men themselves and know how to supervise others.

New salesmen must first become thoroughly familiar with the product and with Highland's sales tactics. Each must make a three-minute demonstration to Mr. Hunt. Then they start out with their crew manager and, after they are able to go it alone, they must report to him regularly and keep him apprised of their activities each day.

Each salesman is furnished a personal card, literature which he distributes bears his imprint, and much of the direct mail bears salesmen's names, although salesmen are not required to do their own mailing.

Salesmen are required to follow up owners and prospects, but they are not permitted to run all over town in doing so. Mr. Hunt takes the position that there are prospects everywhere and crew managers must see to it that their salesmen work accordingly. Thus, if a salesman has a hot prospect on whom to call, he is taught to make several other calls in the same vicinity, instead of driving across town to meet another known prospect.

Assistant sales managers are paid an over-riding commission of \$6 a car on their salesmen's sales and an extra 1% on their personal sales. New car salesmen are paid a commission of 6%, with no deductions for trade-ins, and 10% on accessories brings their commissions to as high as \$65 a car.

President Hunt stresses appraisals more than anything else, and he insists that his salesmen go after appraisals above all else. He has found that, on the average, every five appraisals

ult in one sale, and he has made this a mathematical formula. "Some salesmen will close one sale for every three appraisals, while others may require six or even seven," he said. "But on the average, we know positively that we will get one sale for every five appraisals."

"We stress appraisals at all times. Then when business slows up a bit, we put extra pressure on appraisals. I tell our salesmen they can go out and appraise anyone's car; they can tell the owner that their boss is crazy, that he insists on their making appraisals, and will the owner please let them appraise his car without obligation. But I know that if they get enough appraisals, we'll get enough sales."

MR. John Doe
12897 Woodward Avenue

Dear Sir:

At Highland it is possible for you to purchase your new car on any of the three following plans:

PLAN 1—
Your car \$350.00
In cash none
Notes at \$38.00 for 12 months

PLAN 2—
Your car \$350.00
In cash refunded to you \$100.00
Notes at \$34.60 for 18 months

PLAN 3—
Your car \$350.00
In cash refunded to you \$100.00
Notes at \$27.44 for 24 months

Yours truly,
William Smith

HIGHLAND CHEVROLET COMPANY
12897 Woodward Avenue
Phone LOngfellow 8000

The appraisal blank is a potent weapon in the hands of the Highland salesman, as the text below explains. Note that prices and allowances are interpreted in terms of monthly payments on a new car. (The figures used in this sample are fictitious.)

"As a special incentive, I sometimes offer a bonus of 50 cents for each appraisal during a specified period. New salesmen then light out, thinking they'll earn at least \$5 a day on appraisals alone. They don't, but they do make more than that on their increased sales. They can't make appraisals without also making sales."

There is an art, though, in making those appraisals. The car is brought to the salesrooms, where one of three appraisers inspects it and makes out an appraisal form in triplicate. Meanwhile, the salesman concentrates on interesting the owner in a new car. He may also make some excuse for asking to see the owner's registration card, and from this he can glean considerable information, including a close estimate of the amount owed on the car being appraised, if any.

The appraiser tears off the original and hands the pad, with carbon cover-

JUNE 15, 1940

• SETTING THE PACE IN OHIO •

AKRON

BUYERS ARE
ADVERTISING MINDED!

They form their daily buying habits from the pages of Akron's only newspaper. . . . Here's the proof! For the first 4 months of 1940 (January 1 to April 30) The Akron Beacon Journal led all other Ohio Newspapers in total advertising linage. The figures from Media Records are as follows:

AKRON BEACON JOURNAL 5,064,994 Lines

COLUMBUS DISPATCH	4,500,175 LINES
CLEVELAND PLAIN DEALER	4,481,157 LINES
YOUNGSTOWN VINDICATOR	3,980,659 LINES
DAYTON NEWS	3,869,244 LINES
CLEVELAND PRESS	3,831,735 LINES

Yes, in Akron buyers are Advertising Minded and Newspaper Minded too. When you want quick results in this alert, free-spending market, use the complete, economical coverage offered by this outstanding daily.

AKRON BEACON JOURNAL

Represented by: STORY, BROOKS & FINLEY
New York, Chicago, Philadelphia, Cleveland, Los Angeles



"A GAZETTE SCHEDULE MEANS TURNOVER"

WE quote Mr. E. G. Marsh, Kalamazoo grocer, who cites his experience with Climalene. "Climalene has become the outstanding best seller in our store," says Mr. Marsh. "It has had the advantage of consistent advertising in the Kalamazoo Gazette, and this invariably means faster turnover and more profit."

For further facts, ask I. A. Klein, 50 E. 42nd St., New York, or John E. Lutz, 435 N. Michigan Avenue, Chicago

... SAYS MR. MARSH

Michigan's mounting industrial activity means greater retail sales opportunity. Support your Michigan sales effort with Booth Michigan Newspaper advertising.

BOOTH

Michigan

Muskegon Chronicle • Kalamazoo Gazette
Jackson Citizen Patriot
Grand Rapids Press • Ann Arbor News
Flint Journal • Saginaw News • Bay City Times

NEWSPAPERS

THIS MAY BE THE MAN YOU WANT

A high grade man, with outstanding creative, sales and executive ability, 42 years old, with broad, diversified experience in advertising and selling, wants a responsible permanent job that offers a real opportunity for accomplishment.

He's a fine type—the sort of man who will fit in almost any high grade organization. Now employed, but with a company whose future is extremely uncertain, and it is advisable that he change as soon as he can find a suitable opportunity.

He has had experience with a large national advertiser (automotive field) as copywriter, dealer-magazine editor and assistant advertising manager; with a large technical trade journal publisher as salesman, promotion manager and assistant to the vice-president in charge of sales; with a major radio broadcasting company as salesman, station sales manager and regional sales manager; for several years he conducted a successful advertising service in a medium-size city, in conjunction with which he also published a small-town newspaper which he himself established.

He's a straight-thinking self-starter, with imagination, balance and sound judgment. He is conscientious, sincere and dependable. Liked by all who know him—the kind of fellow who "wears well." College graduate (mechanical engineering, English and economics) Protestant, married and has a family. In vigorous health, mentally alert, enthusiastic.

This man would be a "find" for some medium-size manufacturer who is looking for someone to head his advertising department, or to organize an advertising department; or for the advertising manager of some large manufacturer, who wants an assistant capable of assuming major responsibilities; or for a publisher who wants a capable sales executive.

Available on short notice. Location immaterial. Reasonably good salary required, but the most important factor is the chance to establish himself permanently with a solid company.

We shall be glad to put you in touch with this man.

**Advertising Executive,
care Philip Salisbury,
SALES MANAGEMENT,
420 Lexington Avenue,
New York City.**

ing duplicate, to the salesman. Nothing whatever is said about the amount to be allowed on the trade-in. Instead, the salesman does a bit of mental arithmetic and says, in effect: "Splendid! Mr. Prospect, we can give you a brand new 1940 Chevrolet with radio, heater, etc., for your used car and only \$38.60 per month, and you won't have to make any down payment whatever. Or, if you prefer, we can make the monthly payments even smaller."

Of course, the prospect will insist on knowing the allowance on his used car, whereupon he is shown a wall board on which are listed official allowances on all models of the three lowest-price makes. These allowances are necessarily low, and the chances are that the prospect is offered more than the standard figure for his make and model. Then the salesman will point out that the prospect has driven his car so many miles at a cost of so much (the original price less the trade-in allowance) and that this has averaged him only about one cent a mile.

If the prospect still hesitates, the salesman says, in effect: "By the way, Mr. Prospect, how would you like to have \$100 in cash?" The prospect perhaps will admit that he could use \$100. Whereupon the salesman makes another proposition involving a cash payment of this amount to the prospect and a new car for the trade-in and so much per month. Such a deal is contingent, though, on the trade-in's be-

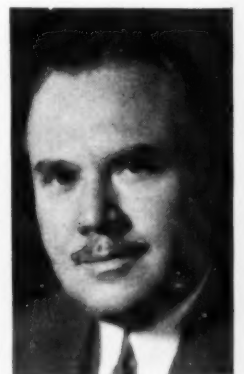
ing worth \$100 more than the down payment on the new car. If the trade-in is appraised at \$350, for example, he may be offered a new car, \$100 in cash, and terms as low as \$27.44 per month for 24 months.

Where there is any hesitation on the part of the prospect, the salesman fills out a form on which he lists essential details of three different plans for the purchase and payments. This is specific and in writing, and the prospect can take it home and discuss it with his family if he so desires.

Such plans usually include desirable accessories, such as heater and radio, and prospects are surprised to learn that they can buy a new car with such accessories for so little per month. There are three standard groups of accessories and salesmen are taught how to adapt the right one to the ability of the individual prospect to pay. They never mention selling prices of cars or accessories; they stress low monthly payments, instead.

They are also provided with several special plans. If a prospect is expecting a layoff or some extra expense, for example, they may offer a plan whereby he will have no down payment and no monthly payments for three months or so, depending largely on the value of the trade-in.

The offer of a cash refund is ex-



Highland's President James S. Hunt proceeds on the theory that people love a winner . . . like to do business with a successful firm.

. . . and in line with Mr. Hunt's theory, his show room is not only spacious and luxuriously equipped, but gives prominent display space to such wall boards as that at left. No lights are hidden under bushels here!

ceptionally effective and this is often used in direct mail. A letter may be sent to owners of last year's models, for example, informing them that they may secure a new 1940 Chevrolet and \$100 in cash for their used car and only so much per month.

This makes the prospect feel that he is almost getting something for nothing; anyway, it proves that he can get cash on his car and can get a new one to boot without increasing the amount he already is paying the finance company each month. Of course the dealer is taking no chances, as a last-year's model is almost certain to be worth more than \$100 over the required down payment.

Introduction of the 1940 Chevrolet was delayed by a strike, but Highland Chevrolet did not wait for business when there were no new cars to sell. Instead, they got out a letter proposing to save the prospect \$100 if he would bring in his used car then, rather than wait till the new models were available. Specifically, they would give him in cash immediately two-thirds of the value of his used car and would pay him 6% interest on the remainder, which he was to leave as a down payment on a new Chevrolet. The saving would be owing to his getting a higher allowance than than he could get after the new models came out, for if he waited 'til new models were available, his used car would then be a year older. Where necessary, the dealer furnished him a used car to drive while awaiting delivery on the new one. They closed 289 deals on this plan alone during the month of September.

"Precision Tools"

The appraisal form referred to is filed and the essential information is transcribed in an appraisal book which is kept permanently. This book replaces the usual prospect file, of which there is none in this dealership, and it also serves as a prospect and mailing list. Salesmen are protected for 30 days on an appraisal; thereafter they must get another appraisal if they want to hold that prospect. Mr. Hunt says a prospect file makes salesmen lazy—and he doesn't care for lazy salesmen.

The closing booths mentioned afford convenience and a certain amount of privacy, as well as the necessary forms for closing the deal, and salesmen are taught to get every prospect into a booth if possible.

Mr. Hunt sums up his sales tactics by the remark: "We take the hammer and chisel away from salesmen and equip them with precision tools, instead."

Advertising Campaigns

(Continued from page 23)

urge readers to apply old shaving equipment on a new \$13.75 R-S. Any electric shaver gets a credit of \$4; a safety razor \$2.50; a straight-edge \$1.75; shaving brush \$1.50; shaving mug \$1.25; shaving cream tubes or cakes 25 cents; new or old blades five cents. Allowances may not exceed \$4.

Thus the actual price of a R-S is reduced to \$9.75, the same figure at which Schick Dry Shaver, Inc., offers its razor—\$2.75 allowance for any old razor coming off the \$12.50 original price. Roto's trade-in offer expires June 30.

J. Walter Thompson, N. Y., is the agency.

Biggest Blue Ribbon

Pabst Brewing Co., Milwaukee, cuts loose with the largest ad drive of its career since Prohibition was repealed. Space is scheduled in 712 newspapers from Portland, Me., to Portland, Ore., and in 53 national magazines.

This whopping chunk of space is dedicated to explaining that every glass of Pabst Blue Ribbon is "blended 33 times to make one great beer." Lord & Thomas, Chicago office, is in charge.

"Stop Hitler Now!"

Under this slogan the Committee to Defend America by Aiding the Allies has begun a newspaper campaign c-to-c urging "send a postcard, a letter, or a telegram at once—to the President, to your Senators and to your Congressmen. . . . We can help by sending planes, guns, munitions, food. We can help to end the fear that American boys will fight and die in another Flanders closer to home."

William Allen White, editor of the Emporia, Kans., Gazette, is national chairman of the Committee. "Subcommittees are already in existence in 85 cities and towns."

First ads of the series broke June 10 in papers of New York, Chicago, Dallas, Des Moines, Los Angeles, Portland, Ore. They were paid for, a footnote pointed out, "with funds contributed by a number of patriotic American citizens who believe in all seriousness and sincerity that the safety of our country, the whole future of our national faith is gravely threatened by the world revolution of Hitlerism. . . . Americans should beware the prevailing Nazi-Communist propaganda which attempts to capitalize our desire for peace by opposing all moves toward national defense."

Donahue & Coe, N. Y., is the agency.

UP 83%

IN THE FIRST

4 MONTHS OF '40!

PURCHASING advertisers have nearly doubled their dollar volume in this magazine during the first four months of 1940 (as compared with the same period of 1939)! This amazing increase marks a new appreciation of the importance of the Purchasing Executive in today's industrial selling . . . and of **PURCHASING'S** increased circulation and reader interest. Get the facts today! Write Conover-Mast Corp., 205 E. 42nd Street, New York; 333 N. Michigan Ave., Chicago; Leader Building, Cleveland.

Find out why
PURCHASING
lineage has doubled!

Found!
SALES HELPS I NEED...
In this Amazing Book!



THE cream of selling ideas, used by over 6,000 firms!—that's what you'll find in Autopoint Company's "37 Sales Plans." Simple—tested—workable! Adaptable to *your* needs. These plans show how America's leaders use famous Autopoint pencils and other gifts, as "silent salesmen" and "ads that never get thrown away." Send for this book now—see how these ideas and Autopoint products do a better selling job for you. Book sent to executives without obligation.

Autopoint
THE BETTER PENCIL
AUTOPOINT COMPANY
1811 Foster Ave., Chicago, Ill.



Mother's Friend

The stork brings a whole series of surprises.

Babies are that way. Full of surprises. And problems.

Some 2,200,000 babies arrive in this country annually—many of them to women who never had one before. By the time a mother has learned what to do, her baby has become a little boy or girl.

Among scores of nationally-circulated women's magazines, *Baby Talk* alone concentrates on, and even limits its readership to, the pre-natal period and 18 to 24 months thereafter.

The *Baby Talk* people believe that their big job of reader-replacement is more than compensated for by thorough and responsive readership. *Baby Talk* tries to be understanding and practical.

On that principle, in four and a half years, it has grown to more than 100,000 circulation.

A depression-born business which was a bit slow in getting started was diaper-washing service. But there was latent demand for it. A baby needs a dozen or two clean diapers a day. The regular laundries weren't anxious to enter this field. Perhaps they—or their customers—felt that diapers and dress shirts don't mix.

First Editor, Diaper Deliveryman!

General Diaper Service, New York, started in 1933, plugged along for a year or two with only about 50 regular customers a week. They decided that advertising might help, but because only a small portion of women happen to be new mothers at the moment, they decided, also, that they must develop a different, and direct, advertising medium.

The first issue of *Baby Talk* was put together, in November, 1935, by a driver of General Diaper Service. It was delivered as a package insert, with the returned diapers.

But before long, recognizing the young mothers' need for practical help, obstetricians and pediatricians and hospital authorities were brought in to scrutinize the contents. Before long, too, young mothers who received it were telling other young mothers about it.

Baby Talk and General Diaper Service were rapidly expanding together.

GDS took only the fourth cover. The rest of the magazine was completely "independent." George Garland, who went in as advertising manager, created the name "*Baby Talk*" and the somewhat fictitious "*Baby Talk* Publishing Co."

This Spring, however, *Baby Talk* completed the transition from house organ to national magazine. *Leam* Publishing Corp. was formed to take it over, with George Garland as vice-president and general manager, and Norris H. Evans, advertising manager. Morris Bonoff is president. Irene Parrott continues as editor.

Thus far this year, *Baby Talk's* advertis-

ing lineage is up 10%, and advertising revenue up 65%, from the same period of 1939.

Instead of one distributor, in the New York metropolitan area, *Baby Talk* is now distributed by diaper services in 44 cities and by department stores or specialty shops in 17 cities. Sixty-one cities all told. All of them pay from two to five cents a copy. Each distributor has its advertisement on the back cover.

Of the total 105,000 circulation, 40,000 is in the New York metropolitan edition. Thirty per cent of the entire circulation goes to expectant mothers, 25.6% to new mothers in 512 hospitals in the 61 centers. The remaining 44% goes to mothers using diaper services.

Included in the expectant mother circulation are copies sent monthly to 12,172 doctors. Many of these doctors in turn distribute copies monthly to their patients. Pre-natal clinics also use a lot of them.

The stores also give copies in pre-natal garment and in baby departments.

George Garland, vice-president and general manager at *Baby Talk* . . . He silences his punsters with statistics on the magazine's growth and widening influence.

Photo by Wm. Ward



But the growth of *Baby Talk* circulation is owing primarily to its use by diaper services. A Boston service, for example, boosted its circulation from 1,000 copies monthly in 1937 to 7,000 in 1940. At the same time, the number of its monthly customers rose from 300 to 1,500. A Pittsburgh service in two years increased monthly customers from zero to 500 and circulation from 1,000 to 4,000. General Diaper Service, in four years, has expanded its customer list from 2,000 to 10,000.

In its editorial material—much of it devoted to the experiences and problems of typical mothers, Mr. Garland said, *Baby Talk* goes to considerable pains to be "medically and professionally sound."

The same standards are applied to advertising. "When suitable laboratory or use tests are not available," he explained, "*Baby Talk* chemists make them, or the merchandise is staff-tested. In other cases, the approval of the American Medical Association is used."

The first advertiser was Gerber's baby foods. Current advertisers include makers of baby foods, medicines, toys, clothes and shoes, prams, walkers, bath tubs, soap, cribs, nursing units, etc.—not to mention diapers.

A Reader's Service page, introduced in 1937, for indicating advertised booklets or samples, now brings an average of 1,000

returns a month. About half of these are with cash enclosures, many as high as \$2. Recent studies showed that a high percentage of the mothers who requested booklets or samples have purchased the items advertised. Some mothers who asked for five items, have purchased four of these products.

As the result of reader inquiries, *Baby Talk* is now opening a Where to Buy It Service. . . . A specialty for maintaining milk temperature, recently featured in a news item, brought so many inquiries to one Woolworth store that the manager stocked it. . . . A piece of baby furniture, retailing at \$40, advertised in the New York metropolitan edition, and available only in eastern stores, brought 20 cash sales outside that area, some as far west as Oregon. These were shipped direct from factory.

Baby Talk boasts of identified circulation.

In its own yearly reader surveys, the magazine has discovered, for example, the favorite department stores of its readers. . . .

Average number of issues read by mothers is four to five . . . 25% of readers have older children, mostly in the two to seven age group . . . "33% do not seem to read any other woman's magazine." . . . 73% buy additional insurance when the new-comer arrives . . . 83% open or intend to open a savings bank account for him . . . 56% keep all their copies for reference . . . 90% take their baby to the doctor regularly.

Although *Baby Talk* does not solicit paid circulation, 1,000 mothers are now getting it, at \$1.50 a year.

It would seem that nothing's too good for the baby, and that no mother can ever learn too much about one.

Country Weeklies Join ABC

Although more than 1,000 daily newspapers now belong to the Audit Bureau of Circulations, the ABC embraces at this writing, only 35 small-town weeklies. Under a plan of auditing papers of less than 4,000 circulation every other year, adopted in 1939, the ABC is beginning to enroll members of this group. Twenty Canadian weeklies probably will join soon.

Current new ABC members are Com Products Refining Co. and Metro-Goldwyn-Mayer Pictures, New York; Ohio Bell Telephone Co., Cleveland; Brown & Thomas Advertising Corp., Fox Comic Group, You and Crime Confessions, all of New York, and the Royal Oak, Mich., *Tribune*.

Radio Rise Continues

Billings of National Broadcasting Co. were up 9% in May, and up 8.9% in the first five months, from parallel periods of 1939. The Red Network gained 6.3% in May, to \$3,216,940, and 6.6 in the five months, to \$16,407,441. The Blue rose 20.9 in May, to \$817,682, and 17.9 in the five months, to \$4,510,335.

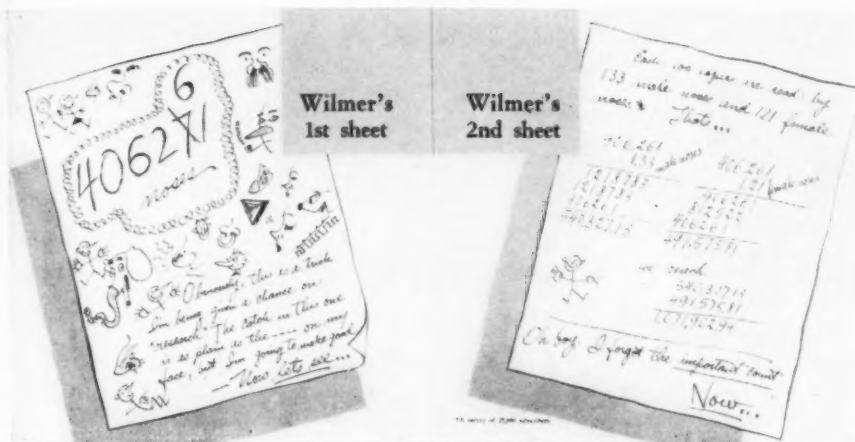
Mutual Broadcasting System's billings gained 37.2% in May, to \$322,186, and 24.1% in the five months, to \$1,731,843.

Columbia Broadcasting System billings climbed 15.3% in May, to \$3,570,727, and 22.9 for the five months to \$17,313,159.

English Journals Carry On

The scarcity of newsprint has brought strict "rationing" of the size of English newspapers and magazines, writes Leonard M. Masius, vice-president of European operations of Lord & Thomas, from London. But the publications, and their advertisers, are carrying on.

"For days on end our mail consisted of



Wilmer Counts Noses, Etc.: It seems there was a guy named Wilmer, working for *Newsweek*. To Wilmer, a market was a place where you bought meat, and circulation had something to do with the heart. But Wilmer was instructed to determine *Newsweek's* weekly "reach." He counted not only noses, but mouths and ears—with rather startling results. Wilmer, we suspect, is still working for *Newsweek*. His findings are related in a promotion book, "Wilmer Wants to Quit."

new rate cards, many of which apply to insertions that have already appeared" . . . Newspapers have been cut to eight pages, many going from seven to eight columns . . . Rates have gone up 25% or more.

Although many ads, of necessity, have been thrown out, advertisers are trying to preserve "consistency" and "continuity." Number and size of insertions have been reduced, but the "shrinkage, suffered by everyone in common," Mr. Masius says, "seems to leave them all in the comparable position that they were under former conditions."

PM and Radio

Among other respects, *PM*, New York city daily, to appear June 18, will be noteworthy because of its emphasis on radio and—although it will not carry advertising—on advertising news.

In a 12-page memo to prospective charter subscribers, Ralph Ingersoll, editor and publisher, mentions that the radio department will be "so large . . . that it cannot be compared with any existing department." There will be two pages of tables, "excerpts from the most interesting scripts of the last 24 hours, news of the commercial success of programs. . . ."

The *PM* people believe that "a newspaper unencumbered by the conflicting influence of advertising might be more helpful to its readers." They have, however, "no philosophical prejudice against advertising as such." In fact, "much valuable news of what's for sale in New York is printed nowhere except in the ads." *PM* will give readers a digest of all the advertised offerings made that day in all N. Y. newspapers.

PM is conducting an intensive circulation campaign in magazines, radio and direct mail. Compton Advertising Inc., is the agency.

Magazine News

The *Forum* and *Century* is being merged with *Current History*. Henry Goddard Leach will remain as advisory editor of *Current History* and *Forum*. John T. Hackett and E. Trevor Hill will be editors; John Curtis advertising manager, and Fred Rosen promotion circulation manager. . . . *Harper's* recognized its ninetieth anniversary in the June issue.

With Juliet Lit Stern as editor and pub-
JUNE 15, 1940

lisher, and a list of contributors including Pearl Buck, Louis Bromfield, Rupert Hughes, Christopher Morley and Tony Sarg, the new *St. Nicholas*, for children, will appear October 1. A feature will be "Your Country and You," devoted to the "privileges and opportunities of living in America."

True Story finds, in a "Buy Back" study of magazine readership among new car buyers, that the male readership of exclusively women's magazines ranged from 43.5 to 48.3%. Among "home" magazines, the male readership percentage was between 60 and 74.8%

Street & Smith Publications, Inc., has

opened a western advertising office at 230 North Michigan Avenue, Chicago, in charge of Sam Smart. . . . O. G. Schaefer becomes eastern manager of *Successful Farming*, with Clyde H. Combs continuing as eastern manager of Meredith Publishing Co. . . . B. A. MacKinnon has joined *American Home* as circulation director. . . . Robert D. Potter becomes science editor of *The American Weekly*. . . . Everett R. Smith is named assistant to O. J. Elder, advertising director of Macfadden Publications, Inc. Mr. Smith will continue to supervise marketing and research for Macfadden magazines.

A. Starke Dempewolf, J. E. Hazelton, William Wessel and Harry S. Mandell have been appointed to the eastern advertising staff of *Fashion*, New York, to appear in September. Archer A. King is Chicago representative, Ned Brydone-Jack Pacific Coast representative. . . . You has formed a fashion advisory council, composed of store executives in several sections, to aid the magazine's fashion staff in surveying fashion trends, etc. . . . *Screenland* and *Silver Screen* are introducing "a budget-plan fashion guide for well-dressed young women." . . . In connection with its "August Issue of College Bazaar," *Harper's Bazaar* reports that 6,636 new college girl subscribers have been added in the last two months.

Liberty is sponsoring a series of news broadcasts featuring Gabriel Heatter, over a Mutual network.

Grocery product advertising in the *Ladies' Home Journal* rose \$228,000 in the first half of 1940. . . . The *Saturday Evening Post* presents a study of the business-getting experience of New England Mutual Life Insurance Co., with the help of magazine advertising. . . . *Family Circle* reports

HEY MISTER!... I can put 69,574 buyers at your finger tips-Overnight!



You can reach leading buyers throughout the nation—the nearest in a few hours, the farthest practically overnight—by 3-mile-a-minute AIR EXPRESS. Fly your samples and rush deliveries to national and international markets. Just Phone RAILWAY EXPRESS—AIR EXPRESS Division.



Do you use Movies

?

- Do you want to add a quality sound track to your 16mm. films or to the 16mm. photography taken by members of your own company?
- Are you looking for the laboratory that specializes in better 16mm. duplicate prints?
- Would you like to add wipes, dissolves and other trick effects... after your photography is taken?
- Do you need professional editing help in finishing your own production?
- Are you looking for the direct 16mm. producer with complete studio facilities?
- Would you like to know how much it would cost you to have a good, complete Sound Motion Picture produced?

**ALL SERVICES ARE
AVAILABLE IN
FULL COLOR**

The "pioneers" in 16mm. film productions have a reputation to uphold and an enviable clientele to please.

Now we hear from YOU?

The Calvin Co.

"BUSINESS FILMS"

26th and JEFFERSON STREETS
KANSAS CITY, MISSOURI

a gain of 46% in advertising revenue in 1940's first half.

* * *

Ziff-Davis Publishing Co. has changed the name of *Popular Aviation* to *Flying*. . . . Aircraft Publications, New York, present *Aerosphere*, a new international trade annual.

Newspaper News

Newspaper advertising lineage—despite the May 10 blitzkrieg—probably held its own throughout the country in May, as compared with the same month of 1939. Nationwide data are not available at this writing, but New York City papers gained more than 3%.

* * *

New members of the National Newspaper Promotion Association are F. L. Ferris, promotion manager, Capper Publications, representing the *Topeka Daily Capital*, *Kansas City Kansan*, and *Capper's Weekly*; Lewis B. Rock, publisher, *Dayton Journal-Herald*, and Gaylord E. Conrad, representing the *Bismarck, N. D., Capital*.

* * *

The New York *Times* has formed a separate department to handle department store advertising, under Harry Jenkins. H. D. Stewart continues to direct all other retail advertising. George W. Oakes becomes display classified manager. . . . A. E. Clayden, Inc., newspaper representatives, have appointed William E. R. Weed western manager, 360 North Michigan Avenue, Chicago. . . . Bob Davis and Thomas W. Dewart of the New York *Sun* have turned over selling rights of the Davart Co., advertising and news photographic agency, to Free-Lance Photographers Guild, Inc., New York.

* * *

Theodore F. MacManus, former head of MacManus, John & Adams, Detroit agency, has proposed a merger of Catholic diocesan weeklies into a national Sunday newspaper.

* * *

The San Francisco *Examiner* has distributed a facsimile, reduced in size, of a typical recent issue. . . . The New York *Post* is cooperating with Radio Corporation of America in publishing an experimental facsimile newspaper in the RCA exhibit building at the New York World's Fair. Two rewrite men, a compositor and make-up man put the editions together at the newspaper plant. These are rushed by messenger to the fair.

* * *

William A. Meanley, a grandson of the late E. W. Scripps, founder of the Scripps-Howard Newspapers, has become a printer's devil on the *Somerset News*, a county seat weekly published by Rives Matthews at Prince Anne, Md.

* * *

The Bureau of Advertising issues a promotion piece on the success of Proctor Electric Co., Philadelphia, in introducing its Never-Lift iron, market by market, last year, with newspaper advertising.

Radio News

In connection with the annual convention of the National Association of Broadcasters, at San Francisco, August 4-7, it is planned to celebrate "Broadcasting Day"—either August 3 or August 7—at both the San Francisco and New York fairs. . . . New NAB members are KGGM, Albuquerque; WPID, Petersburg, Va.; KROD, El Paso; WGTC, Greenville, N. C.; WNOE,

New Orleans; KYUM, Yuma, and WLWL, Minneapolis.

* * *

More than 85 NBC stations joined in a broadcast, originating from WOW, Omaha, June 6, on the golden anniversary observance of the Woodmen of the World Life Insurance Society. . . . WPRO, Providence, CBS outlet, has increased its night power to 5,000 watts. . . . WCAU, Philadelphia, is launching the WCAU Aviation Club to aid amateur flyers.

* * *

Henry B. McNaughton has been appointed business manager and program director of WLAW, Lawrence, Mass. . . . NBC has named Frank E. Chizzini central division recording manager. Robert W. Friedheim becomes eastern sales manager of the Radio-Recording division, and Willis B. Parsons, formerly manager of NBC institutional promotion, assistant eastern sales manager of the division. . . . Howard L. Schreiber has been appointed sales service manager of Radio Sales, a division of Columbia Broadcasting System.

* * *

The 12 stations of the North Central Broadcasting System have appointed Adams & Adams, New York, as representatives. . . . Richard A. Mooney, former president of Country Newspaper Advertising Representatives, has joined Weed & Co., radio station representatives, at New York.

Red and Blue Separate

National Broadcasting Co. has formed separate sales departments for its Red and Blue networks. Roy C. Witmer, vice-president, will devote his time exclusively to the Red, and Edgar Kobak, recently a vice-president of Lord & Thomas, is returning to NBC as vice-president in charge of the Blue network.

Keith Kiggins, formerly manager of the Blue, becomes sales manager of that network.

Major Lennox R. Lohr, who announced these changes in the sales organization, has also announced his own resignation as president of NBC, effective next month. He becomes president of the Chicago Museum of Science and Industry.

Miscellany

William Bradford Perrin and Jessie M. Teague have been elected vice-presidents of A. C. Nielsen Co., Chicago, research organization.

* * *

For the seventh consecutive year, conventions now scheduled for the latter half of 1940 exceed all previous records, says the June issue of *World Convention Dates*, New York.

* * *

Used Car Forum is now published by Technical Publishing Co., Chicago, publisher of *Power Plant Engineering*. A. H. Van Duyn continues as editor and Jack Honiss as sales manager. Robert B. Hitchcock has been named sales promotion manager. . . . *Bakers' Helper*, Chicago, will issue its annual *Bakers' Buying Directory* June 22. . . . *Guia Latino Americana Para Compradores*, Spanish language edition of a new directory of American manufacturers of five-cent to \$1 merchandise for variety chains and other outlets, will be published soon by Chain Store Publishing Co., New York.

DEALER influence at your finger tips

CUSTOMER demand in the palm of your hand

84.4%
OF THE
DRUGGISTS

68.5%
OF THE
AUTO DEALERS

76.3%
OF THE
LUMBERMEN

82.3%
OF THE
HARDWAREMEN

72.6%
OF THE
GROCCERS

and **55%** of
ALL IOWANS
read one newspaper

WHEN Mrs. Iowa steps into her dealers for a tube of toothpaste or a can of baking powder she knows the brand she wants. Her dealer knows where she got the idea. It's better than an even bet they both read The Des Moines Sunday Register.

80% of the families making up Iowa's million Urban population read The Sunday Register, and 35% of the rural families (million and a half population) read the same newspaper . . . an average coverage of 55% of all Iowa families.

The Des Moines Sunday Register offers advertisers a real push to dealer and customer action in Iowa's \$781,991,000⁺ retail market. Have you your hand in this pot-o-gold?

Sales Management

The Des Moines Sunday Register

WRITE FOR A FREE BOOKLET ON THE DEALER INFLUENCE OF YOUR IOWA ADVERTISING

353,285 MARCH ABC

IOWA'S LOWEST MILLINE \$1.70

ADVERTISING AGENCIES

Shop Talk

Most agencies like people to know about them. It is, obviously, good for business. Thus the agency house organ or regular promotion book has assumed an important role in the promotion activities of many an agency which feels that this medium is indispensable for getting across to clients, prospective clients, employees and the press information about what the agency is doing and what it, as an organization, thinks.

There's the BBDO "Wedge," for instance, which started with the old Batten company, was discontinued, and recently has been revived to point out BBDO's ideas about the advertising business. An excerpt

from the issue "Wedge" which has to do with horn-blowing reveals that BBDO thinks "blowing your own horn is fun, and harmless, provided the other fellow can stand it. Advertising agencies do best when the horn is the client's and directed at the walls of Jericho which the public builds around itself. But when they toot their own trumpet, the blast is sometimes more likely to shake human sides than stone walls.

"We can blow our own horn too. But we don't want to drown out your music."

Similar in feeling to the "Wedge" is the Getchell "Key" which J. Stirling Getchell, Inc., New York, recently began publishing to explain the agency's activities in psychological research, headed by Dr. Ernest Dichter.* "Key" is a small, eight-page pamphlet, now in its fifth issue, which attempts to clarify for the layman what the agency means by its research to discover the "gold-bearing lodes of the human brain" or the "desires that control buying habits" and its creation of ads to appeal to those desires. "Key" goes each month to a list of about 2,000.

Capitalizing on the quiz fad, Warwick & Legler, Inc., New York, publishes monthly a question and answer booklet entitled "Ad Quiz," now in its eleventh issue, which usually contains 16 questions and answers about "little known, but important, facts" of advertising. Edited by Henry Legler, vice-president of the agency, and Russell Pierce, publicity director, "Ad Quiz" poses such questions, and gives the answers, as, "If you were seeking an original copy of an advertisement, poster, catalogue or handbill of any company or of any type of business that was printed prior to 1870, where could you turn?" or "To what extent are Sunday comics read by adults?" or "Does the female of the species outnumber the male in the U. S. A.?"

"Ad Quiz" also serves to get valuable publicity for Warwick & Legler clients, for the agency offers prizes, selected from clients' products, to any reader submitting a question and answer that is used.

An entirely different approach to agency promotion is the Henri, Hurst & McDonald, Chicago, "News Letter to Salesmen" which goes to the salesmen of its clients and to a limited prospect list. The "News Letter" is published "whenever the agency has anything to say to salesmen" in the belief that well informed salesmen can convince jobbers and dealers that there is a profit in advertising and that "how to extract that profit is a science." The "News Letter" has been a regular promotional effort of the agency since 1920.

In January of this year the agency did have something to say, i.e., that "Forward's the Foreword for '40." "During business

*For a detailed account of Dr. Dichter's psychological research for Getchell, see SALES MANAGEMENT, April 1, 1940.

hours, let's forget war—let's forget presidential elections," it advised. "Let's concentrate on our own jobs, which are to sell more merchandise; to make more money for the house; to put ourselves in position to earn more money for ourselves. Let's start the year with a smile; with the realization that this country is the greatest haven in this world; that, with all its problems, it isn't going to ruin. On the contrary, 1940 promises to be a very good one for most manufacturers. Let's be thankful for that." That bit of encouragement was followed by suggestions for salesmen to follow in making personal inventories.

Newell-Emmett Co., New York, regularly publishes an elaborate brochure entitled "Current Production" highlighting the agency's recent work for its clients, reproducing current ads running for Newell-Emmett clients, and relating interesting stories about the services of the agency. The most recent issue of "Current Production," for instance, tells in pictures and captions the story of the agency's designer, Fred Siemsen, who creates the costumes and accessories worn by models in Chesterfield ads.

"We take our own advice," says the agency. For 20 years we have used the advertising and business press with conservative but consistent schedules. For ten years . . . "Current Production" has gone regularly to a mailing list of 1,300 to 1,500 people whom we would like to know about us. Occasionally we send out other mailings . . . All of which we believe to be the promotion plan that best fits our particular requirements."

Agency News and Views

Abbott Kimball Co. regularly sends out several types of promotion pieces, chief among them being folders, spectacular in size and illustration, covering the ins and outs of fashion in advertising, a specialty of the agency "which puts the fashion slant in everything." A second series, entitled "Kimball Copy," published monthly, is now in its second volume. "Kimball Copy" is a small booklet which discusses such things as "The Basic Selling Idea" and "Common Sense in Advertising." In addition the agency publishes a house organ, "Ackoinc" (Abbott Kimball Co., Inc.) for employees.

Since 1933, its first year in business, James Thomas Chirug Co., Boston, has published an annual book entitled "Ideas," Howard G. Sawyer, copy chief, told SM. "The purpose of this is to explain to management as well as to advertising executives the importance of the basic sales ideas in coordinating selling and advertising and increasing the effectiveness of each. Experiences with our clients have been used to illustrate how basic sales ideas are created and developed and the results obtained, and for the last two or three years the nature of the approach has been to promote advertising as a constructive force in selling—with less emphasis on our own sales story and case histories and more on general education."

The book follows no consistent format, in fact was "published" last year in the form of a sound-slide film which was shown before clients, prospects, clients' sales meetings, advertising clubs, etc.

Other mailings are also made throughout the year.

Fuller & Smith & Ross, Inc., New York and Cleveland, has just issued Volume 1, No. 1, of "Behind the Job," a four-page "newspaper" which will be devoted to news about off-the-beaten-track assignments of

MAKE YOUR
National Advertising
5 TIMES AS EFFECTIVE
To see how—write today for your free copy of the new analysis of the certified survey made on 20 national accounts in 13 cities, ranging in population from 4,978 to 750,000 in 6 states.

THE STANDARD
ARTKRAFT
THE COMPANION

The ARTKRAFT Sign Company
General Offices, 1000 E. Kibby St.
Lima, Ohio, U. S. A.
The World's Largest Manufacturer of
All Types of Signs.

SIGNS OF LONG LIFE

PHOTOSTAT 8c!
Reproductions
Genuine photostat reproductions 8c each, letter size (minimum 2 prints). Flawless reproduction of testimonial letters and orders, sales promotions, etc. For office duplication, often costs less than typing, contract boxes, offset. See for yourself! . . . Mail orders receive exacting attention.

MATHIAS & CARR, Inc.
165 B'way—1 E. 42nd St., N. Y. C. Tel. CO 7-4836

Superlative Living
Enjoy your visit in sparkling surroundings at Chicago's very newest hotel. Centrally located.

ALLAN G. HURST, Manager

CHICAGO'S HOTEL
KNICKERBOCKER

SALES CONTESTS
Planning and Merchandising
Sample copy of our Merchandise Prize Catalog, and brochure, "Information on Sales Contest Operations," furnished to sales and advertising executives without charge.

SALES CONTESTS, INC.
Talbot Realty Bldg., Dayton, Ohio

staff members. Whereas "Behind the Job" is a promotion medium and is sent to all of the agency's clients and a selected list of prospects, its main job is to keep employees informed of what's going on around the agency. For this reason it is mailed to the homes of F&S&R employees.

Agency Notes

Adrian James Flanter & Associates, New York, which formerly specialized in radio advertising, has announced that it will be equipped to handle general advertising.

The Buenos Aires office of J. Walter Thompson Co. has completed a study of Argentine media for use with the agency's clients interested in that market. Covering 29 newspapers, 30 magazines, 42 radio stations, commercial films and other types of media, the report gives data on circulation, rates and mechanical make-up, type of circulation, political and social interests of editors and readers, wire news services and newspaper syndicate services.

B. J. Paulson Associates, Milwaukee, became Paulson-Gerlach & Associates, Inc., on June 1. B. J. Paulson remains president and general manager of the agency; A. J. Gerlach becomes vice-president and treasurer; and E. A. Schueppert, secretary.

Kleppner Co., Inc., New York, has been elected to membership in the American Association of Advertising Agencies.

Rockwell Kent, artist, has filed suit in Federal Court in New York against Blaker Advertising Agency and Standard Manufacturing Co., subsidiary of American Radiator Co., charging that artwork used to illustrate a Standard newspaper advertisement infringed a copyrighted Kent drawing. The artist claims that the illustration used in Standard's annual New Year's message in 1938 under the heading of "Our National Shame" was a copy of his drawing, "Foreboding," which was previously published in his book, "Rockwell Kentania."

Personnel Changes

William Northrop Robson, formerly a member of the production staff of the Columbia Broadcasting System, has been appointed radio director of Lennen & Mitchell, Inc., New York.

Keneth C. Watson, formerly associated with J. Walter Thompson Co. and previously director of public relations for Commercial Credit Co. of Baltimore, has joined J. W. Pepper, Inc., "in an executive capacity."

Melville E. Wank, head of Wank & Wank, San Francisco, has been elected president of the Industrial Marketers of Northern California. Mr. Wank was a charter member and first secretary-treasurer of the organization.

Melville T. Nichols, Jr., formerly with the advertising department of Lever Bros., has joined the Boston office of Doremus & Co.

M. St. John Brenon, former account executive with Ruthrauff & Ryan, New York, and at one time vice-president of Maxon, Inc., is now associated with the Aitken-Kynett Co., Philadelphia, in a special creative and administrative capacity.

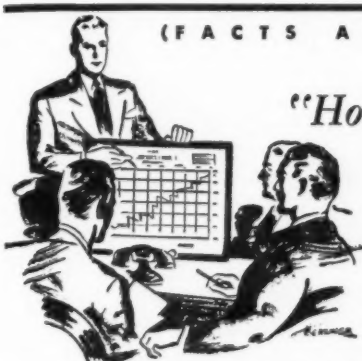
Michael Gore, until recently vice-president of Hudson Advertising Co., New York, becomes account executive with Green-Brodie, Inc., same city.

Account Appointments

To: Brown & Thomas, New York, Wilken family blended whisky, product of Schenley Distillers . . . *Ruthrauff & Ryan*, Chicago, Autopoint Co., same city, to handle the advertising of its automatic pencils . . . *Norman D. Waters & Associates*, New York, Cohn-Hall-Marx Co., to conduct a special campaign to the trade for Igloo fabrics . . . *Parsons, Dorr & Hume*, Miami Beach, Ronrico Corp., San Juan, Puerto Rico, to conduct advertising in this country for Ronrico rums, distributed in

the United States by McKesson & Robbins.

To: *Abbott Kimball*, New York, Fromm Bros., Hamburg, Wis., producers of pedigreed silver foxes, and Koret, Inc., New York, handbag manufacturers . . . *Keelor & Stites*, Cincinnati, Bavarian Brewing Co., Covington, Ky., producers of Bavarian Master beer . . . *Cory Snow*, Boston, Elder's Home Movies, same city . . . *J. M. Korn*, Philadelphia, William A. Reed Co., same city, to handle the advertisement for Medrex ointment and soap . . . *Weiss & Geller*, New York, Coffee Electrost Corp., Louisville, Ky. . . .



(FACTS ABOUT BALTIMORE)

"How does BALTIMORE stack up against other metropolitan markets?"

Let's look at the record. Here are some significant figures on the changes in 25 years—1914-1939.

Number of Manufacturing Wage Earners

Baltimore	31.7% increase
Philadelphia	12.3% decrease
New York	11.5% decrease
Boston	20.5% decrease

Manufacturing Payrolls

Baltimore	216.7% increase
Philadelphia	93.1% increase
New York	80.3% increase
Boston	52.6% increase

Value of Manufactured Products

Baltimore	211.4% increase
Philadelphia	94.9% increase
New York	76.8% increase
Boston	56.7% increase

Make your advertising investment in a "sound" market! Use the "first choice" radio station.

WFBR

BALTIMORE

National Representatives

EDWARD PETRY & COMPANY

★ ON THE NBC RED NETWORK ★

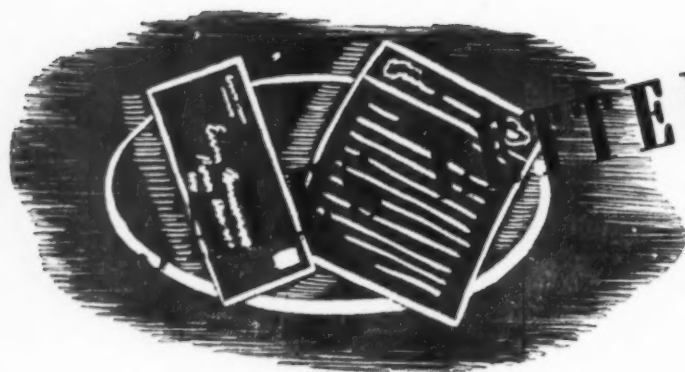
ARE YOU SATISFIED WITH YOUR SALES IN NORTHERN INDIANA, SOUTHERN MICHIGAN AND WESTERN OHIO? . . .

Is there a job you want done here that requires local knowledge plus sales experience? We can help you in this field we know intimately—and at low expense because we're on the ground. Do you want

A FACT FINDING JOB? NEW, ACTIVE DEALERS? A BETTER DISTRIBUTOR? A DIRECT MAIL, RADIO OR NEWSPAPER CAMPAIGN WITH LOCAL KNOWLEDGE AND DIRECTION? OPPORTUNITY INFORMATION? TELL US YOUR PROBLEM — WE'LL HELP!

Inquiries from established firms with products of merit will be promptly cared for. This local work need not interfere with your present agency. Write

BONSIB ADVERTISING AGENCY
701 Old First Bank Bldg., FORT WAYNE . INDIANA
25 YEARS EXPERIENCE — FINANCIALLY RESPONSIBLE



PRIMER ROUND TABLE

[If You've Written a Letter That Gives an "Extra Satisfied" Feeling, Send in a Copy to This Department. It May Win.]

When Customers Complain Slip on the Kid Gloves

Plenty of companies prattle about "priceless good will of our customers," but when a customer steps up with a legitimate complaint they treat him as though he is a combination of leper and lunatic. If the product or service has failed in some way, then the customer is liable to be peevish—and justly so.

He should be treated with utmost courtesy. Go the whole hog, or he'll change over to a rival. D. M. Stevens, of Premier Furnace Co., Dowagiac, Mich., follows this wise policy in the following letter. Notice how thanks are sprinkled in with a little re-selling. His letter ought to sooth the thorniest fuss-budget.

"We are sorry that the fire pot in your Premier DeLuxe furnace has developed a crack, and we don't blame you for being upset about it. You certainly have a right to make a complaint, and we are glad you wrote telling us about your difficulty.

"As you know, your furnace is guaranteed for ten years on a mileage basis. That is, you are allowed 10% discount from the cost of any replacement parts which may be necessary for each year of life remaining within the ten-year guarantee period. For example, if your furnace had been installed nine years and some replacement part was necessary, you would be allowed a discount of 10%; or if it had been installed for just one year, you would be allowed 90% discount.

"We have checked our records and find that your furnace has given you four years of service. Thus, you are entitled to a discount of 60%. Incidentally, thank you for giving us the serial number of your furnace. This was a help to us in determining when you had your unit installed.

"Our authorized Premier dealer in your city is the Acme Heating Service, John Lawrence, Proprietor, 2124 Main Street, and we have written to Mr. Lawrence this morning and asked that he call on you. You did not mention whether it is the upper or lower fire pot which is cracked, and Mr. Lawrence will stop and see you within the next day or two and inspect your unit and determine just exactly what replacement part you need. He will be very glad to take care of your requirements and will fix up your furnace so that you will receive many years of more-than-satisfactory service—the kind of service you should expect from Premier home comfort equipment."

Here's One Way to Trade-up Against Price Competition

Is your high-quality product constantly taking it on the chin from competitors with a lower price? That's a frequent difficulty among Round Table contributors. There are, of course, innumerable methods of meeting this question. H. K. Wright, of Barnett & Ramel Optical Co., Kansas City, ingeniously "trades up" in this fashion:

"It's a great American Pastime. . . . driving a Lincoln or Pierce-Arrow when it ought to be a Ford, trying to keep up with the 'Joneses,' and generally living beyond our income.

"Yet, there are some canny, over-cautious souls who drive Fords when they could very well afford Lincolns . . . and it's this kind of person who should be wearing UNIVIS instead of the regular, everyday type of bifocals.

"You'll agree that UNIVIS *does* offer merits not available with any other lens. Why not prescribe UNIVIS to those of your patients who can afford to step 'out-of-the-Ford' class?

"Build up your practice on UNIVIS, prescriptions and overcome the problem of competition.

"You'll thank us."

A Brace of "Please Remits" That Bring in the Checks

When a company is able to report "credit losses in ten years less than three-tenths of 1% a year" there must be a solid reason back of the statement. Full credit cannot be claimed for the collection department, naturally, yet that division can rightfully point with pride. Lacy Products Corp., Chicago, accompanies its handsome credit report with one of the letters which contributed to it.

Along with the letter went a regulation

statement of account. The letter is just about the ultimate in brevity:

"Gentlemen:

"S. O. S., please.

"Most cordially yours."

Somewhat longer is the collection epistle by E. Clifford, of Crystal Tube Mfg. Co., Chicago. It belongs in the class of friendly jogs to the memory of dilatory debtors. We like the pleasant conversational tone employed, which is appropriate for many collection efforts. Probably it would fit your business also.

"We like to think that you are not only one of our customers—but one of our friends, too—that you are just as pleased to hear from us as we are when one of your letters is in our morning mail.

"When an account like yours extends beyond our regular 30-day period, we like to feel that our 'may we have your check, please' reflects the same courtesy and friendliness as our letters soliciting your business.

"A statement of your account is attached—you may be sure that your check will be sincerely appreciated."

Laughter Is a Good Sales Tool, as Witness This—

Business is conducted in grim earnest, for making a living is no joke to any man. Sometimes, however, a quip, a chuckle will carry more weight than the soberest of arguments.

Thus, Wissell Soap & Chemical Co., Cincinnati, is not afraid to evoke a smile in a series of unconventional promotion letters because such smiles have brought in orders. Here's one of the series:

"A young lawyer, pleading his first case had been retained by a farmer to prosecute a railway company for killing 24 hogs. He wanted to impress the jury with the magnitude of the injury, and said in part:

"Twenty-four hogs, gentlemen! Twenty-four! Twice the number there are in the jury box."

"As you can imagine, this unfortunate comparison would not be likely to win the verdict for this novice at the bar and the dirty looks which this remark called forth could only be erased with Wissell's soap.

"Now were we on trial, Wissell's soap could speak for itself and would not need to trust its merits to the misdirected enthusiasms of a young lawyer. The verdict is always 'Wissell's Soap Is Best.'"

"So how about giving us a trial, the next time you have a cleaning problem of any kind—just write, wire, phone or

"Wissell for Soap.

"Yours soapfully."

Prize-Winning Letters for May

M. C. VOLKMAN
Schult Trailers, Inc.
Elkhart, Ind.

C. P. DODSON
President
Association of Former Students
A. & M. College of Texas
College Station, Tex.

LESLIE MATTHIES
Pacific Manifold Book Co., Inc.
Emeryville, Cal.

Take this Miss Fortune
"ADVERTISING IS HERE TO STAY"



Back in the old days life with Father was a sequence of snap decisions, and advertising was largely a question of lists and rates. In those hearty days the real advertising expert was mighty scarce and anybody's copy idea would sell. Advertising expense was merely a drop in the budget.

But today, advertising and promotion expenditures are major investments. A campaign that misses is an error in management which ought to be classed as a disastrous speculation.

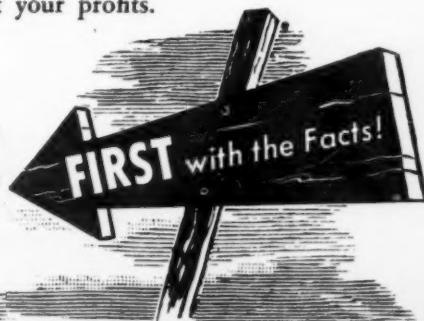
Now, to avoid costly blunders in judgment, keen sales strategists are quick to check hunches with marketing research.

Right now is the time you should use marketing research to explore your sales plans and propositions. You can use research to post-test the ads you are running now, to pre-test the advertisements you propose to publish, to audit radio programs and spots, and to check the condition and location of your point of sale, car card, and outdoor advertising.

Ross Federal is ready to give you experienced research service on any one or all of your advertising investments. Why not let a Ross Federal man tell you how marketing research can help safeguard sales-plans and protect your profits.

ROSS FEDERAL RESEARCH

CORPORATION 18 EAST 48th STREET • NEW YORK
 AND 31 KEY CITIES FROM COAST TO COAST





Found — A BIG NEW YORK HOTEL WHERE YOU NEVER FEEL *Lost*

Even though the Lexington boasts 801 spacious rooms and suites, it was designed and built expressly so that you could always feel perfectly at home... in the lobby, in the restaurants, in your own quarters. And the service is truly *personalized*—so there's no danger here of ever becoming a "forgotten man"! For a comfortably-sized place to stop where you will quickly be known, get acquainted with "New York's friendly hotel."

HOME OF THE
Hawaiian Room



**Hotel
Lexington**

CHARLES E. ROCHESTER
Vice-Pres. & Mng. Dir.

LEXINGTON AVE. at 48th ST., NEW YORK

HUSTLE WITHOUT BUSTLE

We're hustlers when the occasion demands but we don't make any noise about it. Our service is as cheerful and quiet as it is speedy.

Roy Steffen
Karl Eitel
Emil Eitel



BISMARCK
HOTEL-CHICAGO
RANDOLPH AND LA SALLE



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT, Reader's Service Bureau, 420 Lexington Avenue, New York, N. Y.

Industry Competition Shown in Curtis Paint Survey

"What the Consumer Says About the Painting of His Home" is the title of a 75-page study recently released by the Commercial Research Division of the Curtis Publishing Co. Based on a nation-wide urban survey among 1,741 consumers, it delves deeply into such questions—of major importance to manufacturers of paints, varnish, and wallpaper—as: What major purchases have been made in the past three years? When was last outside, and inside, painting done? Why did you paint—and why have you not painted? Who purchased and applied the paint, and why were various brands selected? Why was paint interior changed to wallpaper—and vice versa?

The survey included interviews with 382 dealers. The result of that phase is not included in the consumer report, however, but was used as a background for judging the value of the consumer response. The consumers were all residents of urban areas, in 18 cities from coast to coast. Curtis promises a similar study for the rural market later on.

The study concludes with a comparison of magazine advertising expenditures, 1938, of leading classifications of advertisers, which brings out the fact that passenger cars, travel, refrigerators, rugs and floor coverings, radios, stoves and ranges, and linoleum all expend considerably greater amounts to influence consumer purchases than the paint, varnish and lacquer field; that the wallpaper industry spends even less. Paint, in terms of actual need of the market, seems unquestionably much under-sold—and furthermore, most of the jobs reported were *bought* by the home owners or renters, not sold to them, a situation calling for aggressive advertising to pre-sell the consumer on painting to a greater extent if volume of business in the field is to increase against the competition of other products and interests.

Copies of the study are available on request to A. J. Gallagher, Curtis Publishing Co., Philadelphia, Pa.

1939 Newspaper Campaigns Analyzed in ANPA Blue Book

The second (1940) edition of "The Blue Book," issued by the research and promotion department of the Bureau of Advertising, American Newspaper Publishers Association, is now available to executives of firms advertising nationally, and to their advertising agencies. Following the attractive format of the 1939 edition, the study pictures the advertising used and states the

specific problem, method and results secured in 62 campaigns, directed by 37 advertising agencies. Campaigns are national and regional, big and little, year-round and seasonal, and are presented as a true cross-section of a full year's advertising problems.

Classifications of advertising include alcoholic beverages, automobiles, community, drug products, electrical appliances, financial, gasoline and oil, grocery products, heating and ventilation, insurance, publications, public utilities, sporting goods, tobacco, transportation and three miscellaneous campaigns.

The detailed statement of each problem involved, together with a similarly detailed method, naming newspapers, size of space, dates and insertions, sets the stage in each case for actual result testimony. Some of the results are stated by the agencies involved, others by the company sales and advertising executives.

The study is without question one of the most helpful methods yet devised to assist advertisers and agencies to secure quickly and through one source a cross-sectional evaluation of the value of advertising. Requests should be sent to George Bennehan, Bureau of Advertising, ANPA, 370 Lexington Avenue, New York, N. Y.

20th Annual Edition of St. Louis Billionarea Data

For advertisers and agencies operating in the St. Louis market, new information is available in the 20th annual issue of "New Information About St. Louis." This gives factual information about "The Billionarea," the city zone of St. Louis, which is seventh among the U. S. markets, plus the 40-mile retail trading zone in adjacent Missouri and Illinois counties. With a total population of 1,472,895, the Billionarea includes 71 towns and cities of more than 1,000 population, closely linked by industry and retail trade to St. Louis. The study maps the area, lists the many factors influencing trade and buying power, and shows in tabular form the population characteristics and retail outlets in each of the communities which make up the market.

For newspaper advertisers, a detailed analysis of all newspaper circulation and advertising records is provided, this information making up the greater part of the study.

Requests should be sent direct to George Burbach, St. Louis Post-Dispatch, St. Louis, Mo.

Baltimore Brands News— and Food-Drug Routes

Are you selling food, or drugs, in Baltimore?

There's a pocket directory of 480 key retail food and drug outlets, with wholesalers and brokers to boot, available through Station WFBR, the NBC Red Network outlet in that market. This edition is corrected to May 1, and is arranged by routes for salesmen's use. Concludes with a brand preference survey on breakfast foods and cigarettes—for a quick glance at Baltimore's favorite brands. (Wheaties and Camels lead off.) Requests to Purnell Gould, Station WFBR, Baltimore, Md.

Correction

The address of *Open Road for Boys*, publishers of "The Man of Tomorrow in the World of Today," reviewed in this column's June 1st issue, was incorrectly given as 1 West 42nd Street, New York, N. Y. The correct address is 1 East 42nd Street, New York, N. Y.

SALES MANAGEMENT

PERSONAL SERVICE AND SUPPLIES

Cash Basis Only. Remittance Must Accompany Order.

Classified Rates: 50c a line of seven words, minimum \$3.00. No display.

EXECUTIVES WANTED

SALARIED POSITIONS. \$2,500 to \$25,000. This thoroughly organized advertising service of 30 years' recognized standing and reputation, carries on preliminary negotiations for positions of the caliber indicated above, through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance the moderate cost of his own campaign. Retaining fee protected by refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If your salary has been \$2,500 or more, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

EXECUTIVES \$2,400—\$25,000—This reliable service, established 1927, conducts confidential negotiations for high grade men who either seek a change, or the opportunity of considering one, under conditions assuring, if employed, full protection to present position. Send name and address only for details. JIRA THAYER JENNINGS, DEPT. A, 9 CENTER STREET, NEW HAVEN, CONN.

EXECUTIVE POSITIONS—The Executive Bureau's personalized advertising service offers a dignified, practical and confidential procedure to salaried executives of outstanding ability to complete the important first-stage negotiations for the higher salaried positions. The low cost of each campaign is financed and controlled by the client in a fair contract agreement. Identity held in scrupulous confidence. Inquiries invited from those whose qualifications can meet exacting requirements. **THE EXECUTIVE BUREAU**, 700 Plymouth Building, Minneapolis, Minnesota, or 821 Commerce Building, Rochester, N. Y.

HELP WANTED

SALES OPPORTUNITY

WANTED: Salesman who has observed the unusual profit opportunities in the field of franchise distribution and therefore seeks a connection with a substantial manufacturer.

Leading concern with patented, trade-marked, nationally advertised product, will select three men immediately to take over and operate established selling organizations in Providence, Newark and Jersey City.

This is a chance-of-a-lifetime to become associated with one of the really strong national franchise organizations, and form an important long-term relationship where the profit outlook is excellent.

Only \$4,000 investment required. Approximately \$3,000 for office equipment and full stock, and the balance as your own working capital. (We do not seek capital, and have no "territory to sell").

If your response leads us to believe that you can develop under factory training (provided at our expense) into a prosperous Distributor, an interview will be arranged. Box 725, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

LINEs WANTED

ESTABLISHED WHOLESALE New England manufacturers' representative seeks specialty line. Can handle warehousing. Have retail specialty selling facilities to push line. Prefer merchandise sold as package-item, medium or low unit of sale, highly patented, wide usage potential. Kindly give full particulars. Box 724, SALES MANAGEMENT, 420 Lexington Ave., New York City.

AGENCIES WANTED

Capable executive, Gentile, Yale graduate, experienced in sales management and administration seeks one or more organizations requiring representative or district manager to set up and supervise dealers or sales force in New England and/or Metropolitan New York. Prefer advertised products in household, office or factory appliance field, drug field or in raw material supplies to factories. Able to maintain self while business is building or to invest in right product. Complete personal record and references available when required. Box 723, SALES MANAGEMENT, 420 Lexington Avenue, New York.

DO YOU WANT THOROUGH AND EFFICIENT sales representation in Texas, Louisiana, Arkansas and Oklahoma? Salesmen carrying nationally advertised line of domestics to towns of 4,000 and over would like two other lines for dry goods and department store distribution. Box 730, SALES MANAGEMENT, 420 Lexington Ave., N. Y. C.

LINEs WANTED—Continued

The FOLLOWING SALESMEN AND/OR sales organizations have filed with SALES MANAGEMENT bids for new or additional products to be sold in the territory designated. Manufacturers interested in establishing contact with any of these sales representatives should mention the key-number at the beginning of the advertisement. This department is conducted solely as a service and SALES MANAGEMENT cannot guarantee the integrity of any of the individuals or firms represented in this list. To the best of our knowledge they are reliable. Address: READERS SERVICE DEPT., 420 Lexington Ave., New York City, N. Y.

Ag-90: Territory: National, hdqrs., Buffalo. Wants attractive items to be sold by mail.

Ag-91: Territory: Metropolitan N. Y., hdqrs., N. Y. Wants exclusive distributorship for national advertised line in electrical hardware, automotive, toiletries or drugs. Will invest in right product.

Ag-92: Territory: Mich., N. W. Ohio, hdqrs., Detroit. Wants products selling to plant, power & production engineers, chemists or metallurgists in industrial concerns. Self-sustaining line or two non-competing lines.

Ag-93: Territory: Cal., hdqrs., Los Angeles. Wants lines selling through grocery and drug trade.

Ag-94: Territory: Philippines, hdqrs., Manila. Wants auto accessories, electrical supplies, hardware, paper, stationery, chemicals, dyes, cutlery, silverware, brass & leather goods, textiles, drugs.

Ag-95: Territory: Pacific N.W., hdqrs., Multnomah, Ore. Wants mill supply, plumbing & industrial supplies selling to either jobbing or industrial trades.

Ag-96: Territory: Chicago, Minneapolis, Milwaukee, Duluth, St. Paul, Des Moines, Kansas City, St. Louis, hdqrs., Chicago. Wants hardware, drug, gift, dental supplies, school & stationery supplies selling to dept. stores & jobbers.

Ag-97: Territory: Ill., hdqrs., Chicago. Wants exclusive representation of meritorious product in Chicago and entire state of Ill.

Ag-98: Territory: Northeastern O., hdqrs., Akron. Wants beauty shop specialties; raw materials or machinery supplies used in manufacture of rubber products.

Ag-99: Territory: Metropolitan N. Y., hdqrs., New York City. Wants builders' hardware, tools selling to jobbers and dealers.

Ag-100: Territory: Madison, Milwaukee, southern Wis., Chicago, & Ill., northern Ind., river towns in Ia., hdqrs., Chicago. Wants products selling to automotive, electrical jobbers; mill suppliers; hardware, airconditioning, refrigeration wholesalers.

Ag-101: Territory: Cal., hdqrs., San Francisco. Wants equipment selling to electric, gas, water, oil utilities, & municipal, state, & national buying agencies.

Ag-102: Territory: L. A. & territory, hdqrs., L. A., Cal. Wants products selling to doctors, dentists, hospitals, etc.

Ag-103: Territory: Ky., Tenn., hdqrs., Knoxville. Wants any meritorious service or product.

Ag-104: Territory: Pacific N. W., hdqrs., Spokane. Wants lines selling to hardware, electrical, furniture trades; dept. stores.

Ag-105: Territory: Ind., Ky., southwestern W. Va., southwestern O., hdqrs., Cincinnati. Wants lines selling to electrical, hardware, automotive & mill supply jobbers.

Ag-106: Territory: N. Y. metropolitan area & surrounding territory; hdqrs., N. Y. City. Wants radio, sporting goods, electrical appliances, photographic supplies selling to retailers, wholesalers & manufacturers.

Ag-107: Territory: Canada, hdqrs., Toronto, Ont. Wants drugs, sundries, office equipment.

Ag-108: Territory: N. Y., Ohio, W. Va., western Pa., Ky. Wants line selling to jobbers and dealers. Commission basis satisfactory.

Ag-109: Territory: La., Tex., hdqrs., Dallas. Wants electrical item or lighting fixtures selling to electrical, hardware and appliance jobbers.

Ag-110: Territory: Tex., La., Ark., Okla. Wants two lines for dry goods and dept. store distribution.

Ag-111: Territory: National, hdqrs., N. Y. City. Wants meritorious mdse. or a service offering profitable opportunity selling through mail.

PHOTO POST CARDS

PHOTO POST CARDS
Newest, most economical method of displaying any product. Samples and prices on request. Graphic Arts, Hamilton, Ohio.

POSITIONS WANTED

SALES EXECUTIVE, now employed seeks broader opportunities. Experience includes five years as sales counselor supervising sales engineers in establishing sales controls, salesmen selection, incentives, quota, consumer and territorial surveys. Five years directing large national advertising. Account executive for one of foremost agencies. Five years field selling and canvassing. Age—40; Protestant; Married. Address Box 727, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

SALES EXECUTIVE. Has produced important results for past employers . . . his 15 years successful experience now make him even more profitable to you. A man with *outstanding organizing ability* . . . in seven years he developed one radio store into a seven-store chain, increased profits 400%. Has *outstanding sales ability* . . . for another employer signed 6 major accounts that had held out for 15 years; his sales set a new record for the firm. A *real idea man*; his nation-wide contest campaign set a new pace in his industry. Held 3 positions in 15 years. 33, married, locate anywhere. Interview easily arranged, or more facts by mail. Address Box 728, SALES MANAGEMENT, 420 Lexington Ave., New York City.

MAY I OFFER MY SERVICES AS AN EXPERIENCED Sales Executive to handle any business deals, sales leads or render any Business Service in Metropolitan New York. Have office facilities. Box 729, SALES MANAGEMENT, 420 Lexington Ave., New York City.

REPRESENTATION WANTED

THE FOLLOWING MANUFACTURERS HAVE filed with SALES MANAGEMENT bids for sales representation in the territory or territories described, for lines designated. Sales agents interested in establishing contact with any of these manufacturers should mention the key-number at the beginning of the advertisements. This department is conducted solely as a service and SALES MANAGEMENT cannot guarantee the integrity of any of the individuals or firms represented in this list. To the best of our knowledge they are reliable. Address: READERS SERVICE DEPT., 420 Lexington Ave., New York City, N. Y.

Mf-48: Product: Roof ventilators, sold to roofing, sheet metal and heating contractors. Territory open: East of Mississippi.

Mf-49: Product: Battery, compound for prevention of corrosion, sold through auto accessory, service station dealers. Territory open: National.

Mf-50: Product: Paint line selling to dealers, industrial maintenance, contractors. Territory open: Northern N. Y., Western Pa., Md., W. Va., New England.

Mf-51: Product: Portable, stationary money-meters leased to transportation companies, pools, beaches, amusement parks, toll bridges, etc. Territory open: National and foreign.

Mf-52: Product: Stationary coin meters leased to restaurants, lunch counters, concessionaires, etc. Territory open: National and foreign.

Mf-53: Product: Sideline for salesmen calling on retail drug and chain store trade. Territory open: National.

Mf-54: Product: Industrial heavy lubricant, established and repeating business. Territory open: S. E., and Canada.

Mf-55: Product: Paints, varnishes & specialties for jobbers, dealers, institutions & maintenance trade. Territory open: Eastern & central states.

Mf-56: Product: New low-priced dress & women's sportswear display form selling direct to variety, dept., & women's apparel stores. Territory open: National.

Mf-57: Product: New product for representative with bakery & restaurant following. Territory open: National.

Mf-58: Product: Drafting specialties & equipment selling to art supply houses, engineering depts., architects & schools. Territory open: National.

Mf-59: Product: Specialty product for home selling direct to consumer. Territory open: National.

Mf-60: Product: Automotive liquid cleaner that polishes & maintains silver surface; sold to fleet owners, service stations & garages. Territory open: National.

Mf-61: Product: Drug sundry now sold by most chains to sell in drug, dept. stores & chains. Territory: Cal., Ore., Wash.

Mf-62: Product: New principle stuffing box packing for industrials, power plants, equipment manufacturers. Territory open: Eastern seaboard and Ohio.

C O M M E N T

BY RAY BILL



EXPANDING THE TRADE-IN IDEA: For nearly 30 years it has been the exceptional automobile owner who wore his car out to the point that it had to be junked. Today's generation of car owners is accustomed to trading in the old car for a new one, and this policy is also followed by most buyers of used cars. They trade in one old car for another used car which is a later model year and in better condition. The trade-in idea has spread to a few other industries. It has become fairly common with radios, refrigerators and a number of other appliances.

Why stop with mechanical appliances? Why not apply it to many other commodities? The average householder, man or woman, constantly gets ideas on new and better products from advertisements and from friends. The money may be available for purchasing this new product, but if Mr. and Mrs. Average Consumer have a similar product which is still in workable condition, even though it limps and is a little bit battle worn, there is a natural hesitation about throwing the old way. It still has some value and therefore should not be sacrificed.

Almost everything has a trade-in value if one can only find a person who wants the used article. One of the most popular radio programs on the Coast is a Swappers Exchange, and is so popular that the telephone company's facilities have been jammed several times by people trying to get in first to make an exchange for a wanted item which was described over the air.

Harper & Brothers recently set a precedent that may have some far-reaching effects in the publishing field. Several years ago they published a best seller by John Gunther called "Inside Europe." It appeared first in 1936 and has been revised several times, with each edition being offered at the established price of \$3.50.

Harper's is selling the 1940 war edition on a trade-in basis. Owners of previous editions are being given a 50-cent allowance on the purchase of a new volume—a plan exactly similar to the one which has become common practice in the automotive and appliance fields.

The recent service bulletin of the U. S. Testing Co. says, in speaking of radio and automobile trade-ins, "We are wondering if anybody has thought of using this idea in connection with silk hosiery. It might be a good idea to have customers return old used stockings to the store from

which they were bought and give them a trade-in value toward the purchase of a new pair." One of the handicaps under which advertising suffers is that it creates new buying wants but does not always supply the machinery or the medium for satisfying the want. Wider use of the trade-in idea might accomplish that.

OUTDOOR VS. NEWSPAPER: There has never been much love lost between the owners and salesmen of the various types of advertising media. Occasionally they can be brought together to do a unified job to help advertising as a whole, but in their day-to-day operations they knife their opponents at every conceivable spot which seems vulnerable.

The net result of knife-in-the-back selling tactics is to create doubts in the minds of buyers. Many of them reach a point where they won't believe any statements and fall back on the generalization that all advertising men are liars.

For years the outdoor advertising industry has been faced with plenty of competition within advertising circles and also has had to fight a battle for its very existence with garden clubs, women's associations and others who would like to ban outdoor advertising in its entirety or put such severe restrictions on it that it could not exist. Many magazines and newspapers have rendered signal help to these organizations and the cynical business man has often wondered if the basic reason has not been that outdoor advertising is a competitor.

Because of guerilla attacks on outdoor advertising from its competitors, a recent column by Bugs Baer, released through Mr. Hearst's King Features Syndicate, Inc., to several hundred newspapers comes as a rather refreshing item. Here are some excerpts from his column:

"We personally think that the billboards are just as beautiful as the dilapidated scenery.

"We would rather look at a pretty girl in a bathing suit on a billboard than at a colony of gypsy moths building their horrible tents in a poison oak.

"Billboards emphasize attractive personalities, bright eyes and all the finer things of life. They constitute an art gallery stretched along for thousands of miles of four-lane corridors.

"Billboards hide battered barns, rheumatic hired men, rusty agricultural machinery and swamps.

"We would just as soon have prosperity on billboards as around the corner."

There's room and a need for all existing forms of advertising media—and there would be more advertising if there were more tolerance between competitors in the business.

THE COTTON THAT WANTS TO BE

THIRTY YEARS AGO a mechanical cotton picker was announced. 'Pick as much cotton in a day as a dozen men . . . solve the labor problem' . . .

Twenty years ago a man developed a cotton picker; claimed that it "kissed" the cotton out of the boll; and a bale of machine-picked cotton would gin 40 pounds of lint more than a bale of hand-picked cotton! . . .

Ten years ago an article in *Country Gentleman* presented the idea that it might be easier to fit the plant to the machine than to fit the machine to the plant.

For no mechanical picker of the hundreds "perfected" would work on more than a few types of cotton, and there are scores of different types. But discouraged inventors found they hadn't slaved in vain when *Country Gentleman* put the proper emphasis on the question.

They saw they had gathered a wealth of information that described an ideal plant for the mechanical picker and stripper.

So down at College station, Killough breeds and cross-breeds . . . down at Lubbock station, Jones is working to produce cotton that will retain its high commercial value yet be suitable for machine harvesting. And it seems that success is in the near future.

This important story of the cotton revolution in *Country Gentleman* (April, 1940) again proves the unique power of this magazine to move the people of the tremendous business it serves.

Which is the reason why, when your advertising shares this impact in the 2,000,000 most influential rural American homes, it acquires a unique power to move goods.

Country Gentleman

AGRICULTURE'S TOP TWO MILLION



From the



DOWN at the University of Chicago photo laboratory there is being turned out a film production which in some 9,000 feet of celluloid will tell the detailed story of virtually every significant happening thruout the world in the past 83 years.

It will tell the story of the Lincoln-Douglas debates... the Civil war, battle by battle... the Spanish-American war, battle by battle... the World war, battle by battle... every major engagement in the present war, together with all the diplomatic maneuvers which led up to it.

It will tell the story of seven major depressions and twenty-one presidential elections... of the invention of the flying machine and the electric light, the telephone and the radio... of the Galveston flood and the sinking of the Titanic... of the assassinations of Lincoln, Garfield, McKinley... of the San Francisco fire and the birth of the quints... of the kidnapping of Charlie Ross and the kidnapping of Jon Lindbergh... of the discovery of the North Pole and the disappearance of Ponzi.

Impossible? Not at all—for this stupendous production will be the page by page microfilm record of every available issue published by the Chicago Tribune since its founding 93 years ago this month in 1847. Only the issues for the past 83 years will appear in the record. Tribune files for the first ten years of publication were destroyed in the Chicago fire of 1871.

When completed, the new file will be housed in two small cabinets in the Tribune reference room, where projectors will be available for enlarging any desired page in the 90 rolls of 100 feet each which will make up the complete file.

RECORD

In the first five months of 1940, approximately 60,000 new passenger cars were sold in Cook County (Chicago). This was 14,000 more units than were sold in the similar period in 1939, and 28,000 more than were sold in the first five months of 1938.

Evergreen Story

"I thought you would be interested in knowing about the unusual sales success that Sears, Roebuck and Company's Chicago and Gary



Donald Day (right), Chicago Tribune foreign correspondent, on his hunt for news in Norway during the German invasion, places a large American flag over his car as German planes appear overhead. Day was the first American newspaperman to tell what happened behind the German lines in Norway. His dispatches and those of other members of the Tribune foreign staff are among the factors which have built for the Tribune a total circulation which exceeds 1,000,000 every day of the week.

department stores enjoyed as a result of the full page color advertisement which you published for us in the Sunday, April 28th issue of the Chicago Tribune.

"Despite the steady rain which was falling at the time our stores opened, each one of our shrubbery lots enjoyed an immediate surge of customers and we had to call out extra people to care for them. As you know, the rainfall continued practically all day long and through the evening. In spite of this, our business was of such proportions that sales of evergreens and shrubbery far exceeded anything in the history of our Chicago and Gary stores. In fact, the sales far exceeded anything ever achieved by Sears anywhere, any time, any place. And sales have continued exceptional throughout today also."

—Excerpt from a letter from H. B. Van Valkenburg, Sales Promotion Manager, Sears, Roebuck and Company's Chicago retail store.

"I only regret that
I have but one life to lose
for my country"

The immortal words of Nathan Hale, who was hanged as a spy by the British in 1776, made him the perfect symbol of youthful patriotism.

One hundred and sixty-four years later, on the Plaza in Tribune Square, the youth of the nation, represented by the crack R. O. T. C. units from Chicago's Tilden and Fenger high schools, assisted in the dedication of a bronze statue of Nathan Hale, erected by the Chicago Tribune to his memory, and to the reserve officers of America.



Do You Sell To Women? Because they get better results, Chicago retailers during the first five months of 1940 placed more

Colossal... Evergreen... Patriot... Motor car record... By Clipper to Europe... Under the Bombers... Convention coverage...

TOWER

women's apparel advertising in the Tribune than they placed in any two other Chicago newspapers combined.

THE COMPLETE CORRESPONDENT

Guy Mur-
chie Jr., a
member of
the Tribune
editorial
staff since
1934, knows



Guy Murchie, Jr.

how to gather and write the news. He is also an expert photographer. In addition, he has unusual ability to make sketches of what he sees. Last month, with typewriter, camera and pen, he flew by American Clipper to cover the war in Europe.

Improving the Product

In 1916 the Tribune upset precedent in covering the two national political conventions by sending its own reporters to cover these events instead of hiring big name writers to do the job, as was the custom.

In 1940, to provide the most efficient photo coverage of a political convention ever attempted by any newspaper, the Tribune will send to the Republican convention in Philadelphia its wirephoto and picture truck equipment. As a result, prints of pictures taken in Philadelphia will be in the Tribune office in Chicago a few minutes after Tribune photographers have snapped them.

This is typical of how the Tribune continuously strives to improve its product—how it seeks to make each day's issue better than the issue of the day before—a policy which makes the Tribune Chicago's most widely read newspaper.

CHICAGO TRIBUNE CIRCULATION
DURING MAY, 1940
DAILY in excess of 1,000,000
SUNDAY in excess of 1,140,000

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